DOCUMENT RESUME

ED 366 445 PS 022 053

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TITLE Career Development Survey.
INSTITUTION Child Day Care Association of St. Louis, Mo.
PUB DATE 92
NOTE 89p.
PUB TYPE Statistical Data (110) -- Reports - Research/Technical (143)

EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS *Child Caregivers; Community Surveys; *Compensation (Remuneration); *Day Care; *Day Care Centers; Early Childhood Education; *Educational Attainment; *Labor Turnover; Occupational Surveys; Professional Development
IDENTIFIERS *Missouri (Saint Louis)

ABSTRACT

Based on a 1992 survey of 146 child care centers, this report documents the current wages and turnover rates for early child care staff in the St. Louis metropolitan area. The survey was designed to collect descriptive information about the population of individuals working in child care and early education and to provide baseline data to assess professional preparation, career development, retention, and salaries. The greater part of the report consists of tables and charts outlining turnover rates, salaries, and education levels of assistant teachers, teachers, supervisors, and directors of public, private, non-profit, and corporate day care centers. (MDM)

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B. SALARIES

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THE CHILD DAY CARE ASSOCIATION OF ST. LOUIS
CAREER DEVELOPMENT SURVEY: 1992

Introduction:

In September 1992, the Child Day Care Association (CDCA), in conjunction with the St. Louis Association for the Education of Young Children, conducted a career survey of St. Louis area early childhood programs.

The purpose of this effort was two-fold: (1) to collect descriptive information about the population of individuals working in child care/early education, and (2) to provide baseline data to assess professional preparation, career development, retention, and salaries.

This study was to differ from previous salary, benefit, and turnover studies in that it would analyze responses by educational level or professional development level, rather than by job title or responsibilities. Some programs have staff with the title and responsibilities of "teacher" without any advanced training or credentials. Others may have people with Master's degrees and years of experience holding those same positions. The study was designed to give us accurate information about the experience and education of persons actually working in the field and the incentives for advancement, as well as the actual wages being paid.

If we are to seriously confront the issues facing child care and the Early Childhood Education profession, i.e., staff retention, low pay, and low professional status, we need to have accurate information about the current status of the profession in our own community. Our efforts are compromised if we complain that salaries in child care are low compared to public school teachers, when educational requirements are different.

As we begin our push for equitable levels of pay, we must address professional development and advancement opportunities in our community. The findings from this study will provide us with the baseline data needed to advocate for our professional needs. If our children are to be well served, we must be able to retain our best early childhood professionals.

THE CHILD DAY CARE ASSOCIATION OF ST. LOUIS
CAREER DEVELOPMENT SURVEY: 1992

Overview:

This report documents the current wages and turnover rates for early child care staff in the St. Louis metropolitan area. The information is based on responses to the CDCA Career Development Survey. The survey was mailed in the fall of 1992 to all facilities that could be identified as providing child care. Of the 386 questionnaires that were mailed, 146 responded, for a response rate of 38%. Private-for-profit centers accounted for 37% of the responses, Non-profit or church accounted for 31% of the replies, United Way sponsored centers were 16% and another 16% were corporate, hospital, or public school. Only 4% were exempt from licensing.

Small centers that serve up to 50 children accounted for 28% of the responses, centers that serve 51 to 100 children accounted for 44% of the responses, centers serving 101 to 200 children accounted for 23%, and centers that serve over 200 children accounted for 6%.

The centers were all located in the St. Louis metropolitan area with 72% in St. Louis city or county, 13% in Illinois, 7% in St. Charles county and 8% in other Missouri counties comprising the metro area.

Most of the facilities served the pre-school age group. About one-third of the facilites served infants through school age. Below is a table showing the ages served for the centers that responded to the survey.

Ages Served				NUMBER OF CENTERS
SCHOOL AGE	KINDER-GARTEN	PRE-SCHOOL	INFANTS	
			YES	3
		YES	YES	23
	YES	YES	YES	4
YES	YES	YES	YES	50
YES		YES	YES	14
		YES		16
	YES	YES		3
YES	YES	YES		22
YES		YES		7
YES				4

THE CHILD DAY CARE ASSOCIATION OF ST. LOUIS
CAREER DEVELOPMENT SURVEY: 1992

TURNOVER/TENURE:

Questions regarding tenure of the program staff asked how many employees had been employed less than one year, from one to three years, from three to five years, from five to ten years, and more than ten years. For each entity, the percent turnover within one year was calculated. This is the number of staff employed less than one year divided by the total number of staff. This turnover rate is very high. More than one-fifth of the centers have in excess of half their staff on the payroll less than one year. Half of the centers had in excess of one-quarter of their staff on the payroll for less than one year. Some of this may be due to new or expanding programs.

Percent of the staff that turns over in one year	Number of centers	Percent of centers	% United Way	% Non-Profit/ Church	% Private (for profit)	% Corp, Hosp, PS
80 to 100%	8	5.8%	0	5.0	11.5	0.0
60 to 79%	9	6.6	4.2	5.0	9.6	4.8
50 to 59%	15	10.9	8.3	10.0	11.5	14.3
40 to 49%	15	10.9	20.8	7.5	13.5	0.0
30 to 39%	14	10.2	12.5	5.0	7.7	23.8
25 to 29%	14	10.2	4.2	15.0	11.5	9.5
20 to 24%	13	9.5	8.3	5.0	11.5	14.3
15 to 19%	13	9.5	0.0	10.0	11.5	14.3
10 to 14%	18	13.1	33.3	12.5	5.8	9.5
less than 10%	18	13.1	8.3	25.0	7.7	9.5
missing data	9		0	5	2	2

Although high turnover is a major problem in the day care field, there are some centers that have a stable program staff. About one-quarter of the centers have an annual turnover rate of 0% to 14%. At more than one-third of the centers, more than half the program staff have at least three years tenure. At a majority of the United Way centers, more than half the program staff have at least three years tenure and one-quarter of the staff have at least five years tenure. See graphs and tables in Appendix A.

SALARIES:

By any standards, salaries for child care staff are low. Salaries, within an institution and job classification may be based on education, external experience, tenure, performance, budget, and other factors. This study examined the salaries for directors, supervisors, teachers, and assistant teachers by their educational level. The other effects could not be identified and were not considered. For each job category and educational level, a range of salaries was given by each institution. This was the lowest and highest pay for staff on the payroll during the first pay period of September, 1992. The low end of the range is a good proxy for the entry level wage rate and the high end of the range is a good proxy for an experienced person. Salaries are reported by the sponsorship of the center.

DIRECTORS

The lowest paid Director earns $3.45 per hour. This is a Director in a Nonprofit or Church sponsored program with an AA degree in early child care. The highest paid Director earns $25.62 per hour. This is a Director in a Corporate, hospital, or public school program with a masters degree in early child care. See Appndix B, Table 5 for minimum, maximum, and average salary by education and sponsorship.

Although most centers only had one director, many provided wage ranges for the position. The low end of the range we considered to be entry level and the high end of the range we considered to be for experienced directors. The average entry level wage paid by the institutions for Directors is $10.07 per hour. Directors with an AA degree in child care have the lowest average entry level wage of $7.41. The highest average entry level wage is $19.16 for Directors with a PhD. Table 5A displays, by sponsor and education, the average of the entry level wages paid by institutions for Directors.

The average experienced wage paid by the institutions for Directors is $11.18 per hour. The lowest average experienced wage is $8.59 for Directors with an AA degree in child care. The highest average experienced wage is $19.16 for Directors with a PhD. Table 5A also displays the average of the experienced level wages paid by institutions for Directors.

As Graph 2 and Table 5 show, there is a good correlation between education and wage rates for Directors. Directors salaries also differed by sponsorship. Hourly wages at private-for-profit centers for the same education tend to be lower than wages at centers sponsored by the United Way, or Corporate, Hospital, or Public School. See Graph 2A and Table 5.

THE CHILD DAY CARE ASSOCIATION OF ST. LOUIS
CAREER DEVELOPMENT SURVEY: 1992

SUPERVISORS

The lowest paid Supervisor earns $3.50 per hour. This is a Supervisor in a Nonprofit or Church sponsored program with an AA degree in early child care. The highest paid Supervisor earns $17.50 per hour. This is a Supervisor in a Corporate, hospital, business or public school program with a masters degree in early child care.

The average entry level wage paid by the institutions for Supervisors is $7.23 per hour. The lowest average entry level wage is $4.35 for a Supervisor with a high school diploma and no formal training in early child care. The highest average entry level wage is $11.08 for a Supervisor with a masters degree in early child care.

The average experienced wage paid by the institutions for Supervisors is $8.02 per hour. The lowest average experienced wage is $5.20 for a Supervisor with a high school diploma and no formal training in child care. The highest average experienced wage is $12.59 for a Supervisor with a masters degree in early child care.

Table 6A displays by sponsor and education, the average of the entry level and experienced wages paid by institutions for Supervisors.

As Graph 2 and Table 6 show, there is a good correlation between education and wage rates for Supervisors. Sponsorship did not appear to influence Supervisors salaries. See Graph 2B and Table 6.

TEACHERS

The lowest pay is $2.10 per hour for a Teacher in a Nonprofit or Church sponsored program with a high school education and no formal training in early child care. Table 7A displays the average of the entry level wages paid by institutions for Teachers. Ignoring the one institution that has a teacher with a PhD, the minimum average entry level salary for all sponsors is $4.36 per hour. This is for Teachers with high school educations and no formal training in early child care. The maximum average entry level salary for all sponsors is $8.49. This is for Teachers with masters degrees in early child care.

The highest pay is $15.91 per hour for a Teacher in a Corporate, hospital, business or public school program with masters degrees in some field other than early child care. Table 7A also displays the average of the experienced wages paid by institutions for Teachers. Again ignoring the lone PhD, the minimum for the experienced level is $5.01 per hour. This is for Teachers with high school educations and no formal training in early child care. The maximum for the experienced level is $10.19 per hour. This is for Teachers

with masters degrees in early child care.

As Graph 2, Graph 2C, and Table 7 show, there is a good correlation between education and wage rates for Teachers.

ASSISTANT TEACHERS

The lowest pay is $3.50 per hour for an Assistant Teacher in a Nonprofit or Church sponsored program with an AA degree in early child care. Table 8A displays the average of the entry level wages paid by institutions for Assistant Teachers. The minimum average salary for all sponsors at the entry level is $4.50 per hour. This is for Assistant Teachers with high school educations and no formal training in early child care. The maximum average salary for all sponsors at the entry level is $6.00 This is for Assistant Teachers with masters degrees in early child care.

The highest pay for an Assistant Teacher is $8.00 per hour. Table 8A also displays the average of the experienced level wages paid by institutions for Assistant Teachers. The minimum average experienced wage is $4.84 per hour. This is for Assistant Teachers with CDA credentials. The maximum average experienced wage is $6.29 per hour. This is for Assistant Teachers with masters degrees in some field other than early child care.

As Graph 2 and Table 8 show, there is almost no correlation between education and wage rates for Assistant Teachers.

EDUCATION:

The majority of Directors have at least a four year college degree with more than one-quarter having an advanced degree. All Directors have some training beyond high school. The Directors with the least formal education are more likely to be in the private-for-profit centers.

More than half the Supervisors do not have a four year college degree. More than one-third do not have any degree beyond high school. However, most of those without any degree beyond high school have had some child care training. Again, those in private-for-profit centers have the least formal training. More than half of those in private-for-profit centers have only some child care training beyond high school, child care training in high school, or just the high school diploma.

The educational distribution for teachers is somewhat similar to that for supervisors. More than half do not have a four year college degree and one-third do not have any degree beyond high school. It differs in that one of eight teachers has only a high

school diploma. They have no formal training in child care at all!

Assistant teachers, as one might expect have the least schooling. More than one third have only their high school diploma. Half of those in that group had some child care training while in high school.

Below is a table showing the percentage of each position who have at least a four year college degree. Additional tables and graphs are in Appendix C.

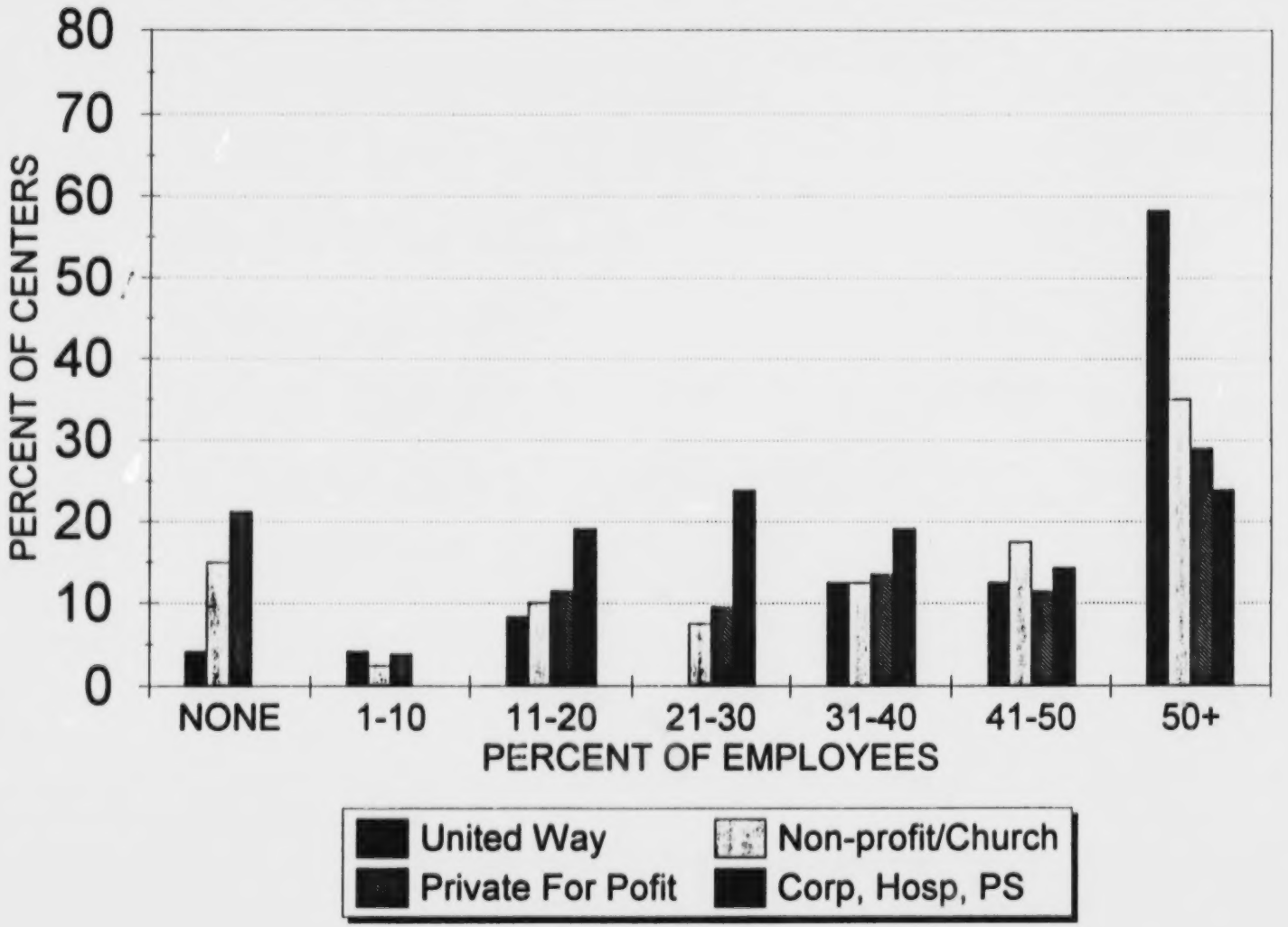
	PERCENT WITH AT LEAST A FOUR YEAR DEGREE			
SPONSOR	DIRECTOR	SUPER-VISOR	TEACHER	ASSISTANT TEACHER
UNITED WAY	87.5%	51.8%	52.5%	5.6%
NON-PROFIT/CHURCH	62.5	37.5	39.6	8.9
PRIVATE, FOR PROFIT	47.1	31.7	23.1	3.3
ALL OTHER	76.2	60.0	48.2	8.1
TOTAL	63.0	41.5	39.2	6.0

INCENTIVES FOR PROFESSIONAL DEVELOPMENT:

Five questions were asked about incentives for professional development. Almost all child care centers provide in-service training for their staff and more than 90% provide funds for staff to attend workshops, seminars, or conferences. However, fewer than three-quarters provide financial assistance for staff taking credit courses in early childhood education or child care. More than one of six centers do not pay higher salaries to staff if they complete a certificate or degree program. More than 90% of the centers agree that there are opportunities for professional advancement at their center.

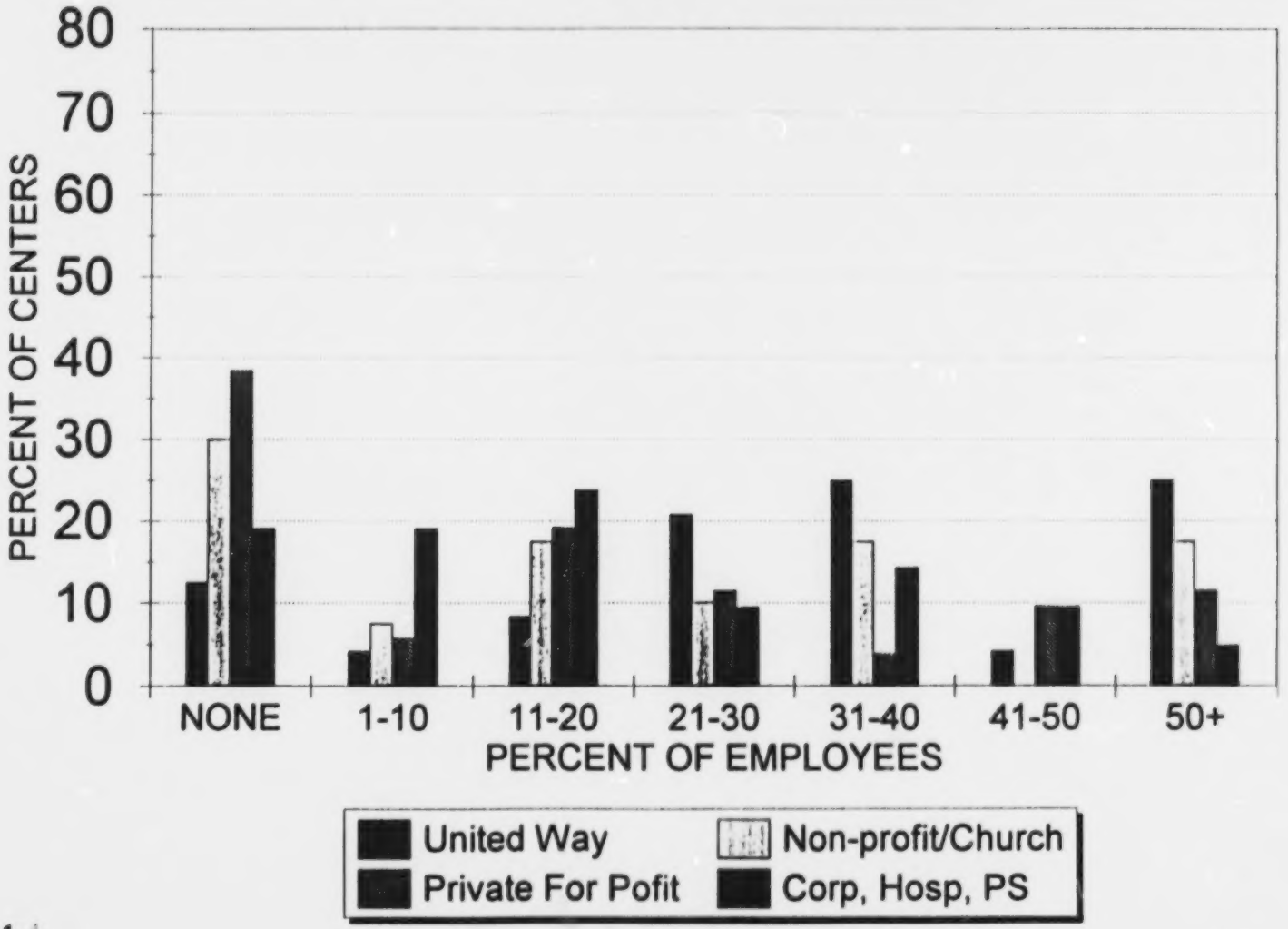
The child care centers sponsored by the United Way or corporations, hospitals, and public schools are more likely to provide incentives. All United Way agencies provide funds for staff to attend workshops, seminars, or conferences; provide in-service training; and provide opportunities for professional advancement. Non-profit/Church centers are least likely to provide financial assistance for credit courses and to pay higher salaries for staff who have completed a certificate or degree program. They are also less likely to provide opportunities for professional advancement. Private-for-profit centers are least likely to provide in-service training. See graphs and tables in Appendix D.

THREE OR MORE YEARS TENURE



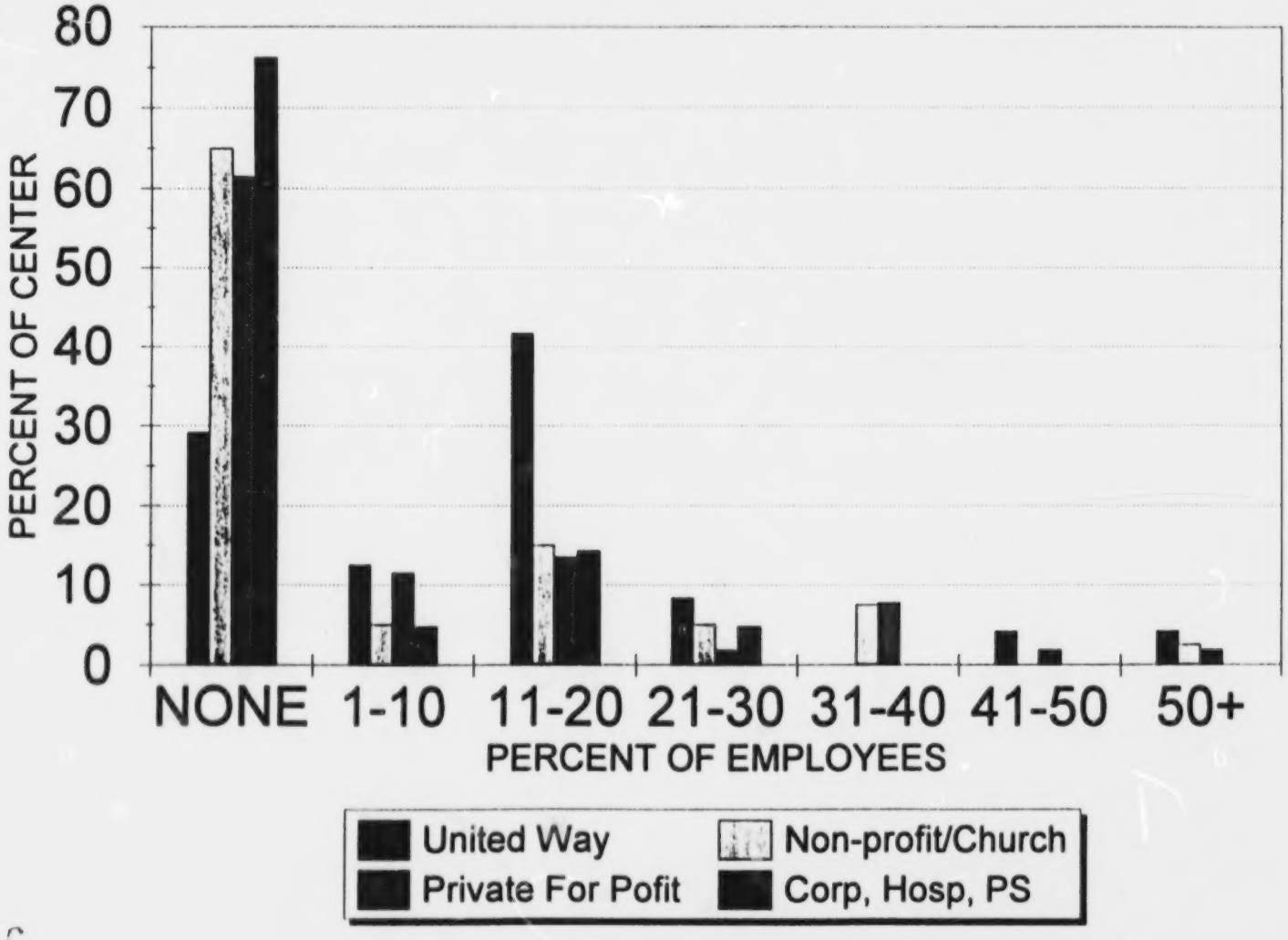
Graph 1A

FIVE OR MORE YEARS TENURE



Graph 1B

TEN OR MORE YEARS TENURE



Graph 1C

TABLE 1

TENURE

THREE OR MORE YEARS

	United Way	Non-profit/Church	Private For Pofit	Corp, Hosp, PS
NONE	4.2	15.0	21.2	0.0
1-10	4.2	2.5	3.9	0.0
11-20	8.3	10.0	11.5	19.1
21-30	0.0	7.5	9.6	23.8
31-40	12.5	12.5	13.5	19.1
41-50	12.5	17.5	11.5	14.3
50+	58.3	35.0	28.9	23.8

TABLE 2

TENURE

FIVE OR MORE YEARS

	United Way	Non-profit/Church	Private For Pofit	Corp, Hosp, PS
NONE	12.5	30.0	38.5	19.1
1-10	4.2	7.5	5.8	19.1
11-20	8.3	17.5	19.2	23.8
21-30	20.8	10.0	11.5	9.5
31-40	25.0	17.5	3.9	14.3
41-50	4.2	0.0	9.6	9.5
50+	25.0	17.5	11.5	4.8

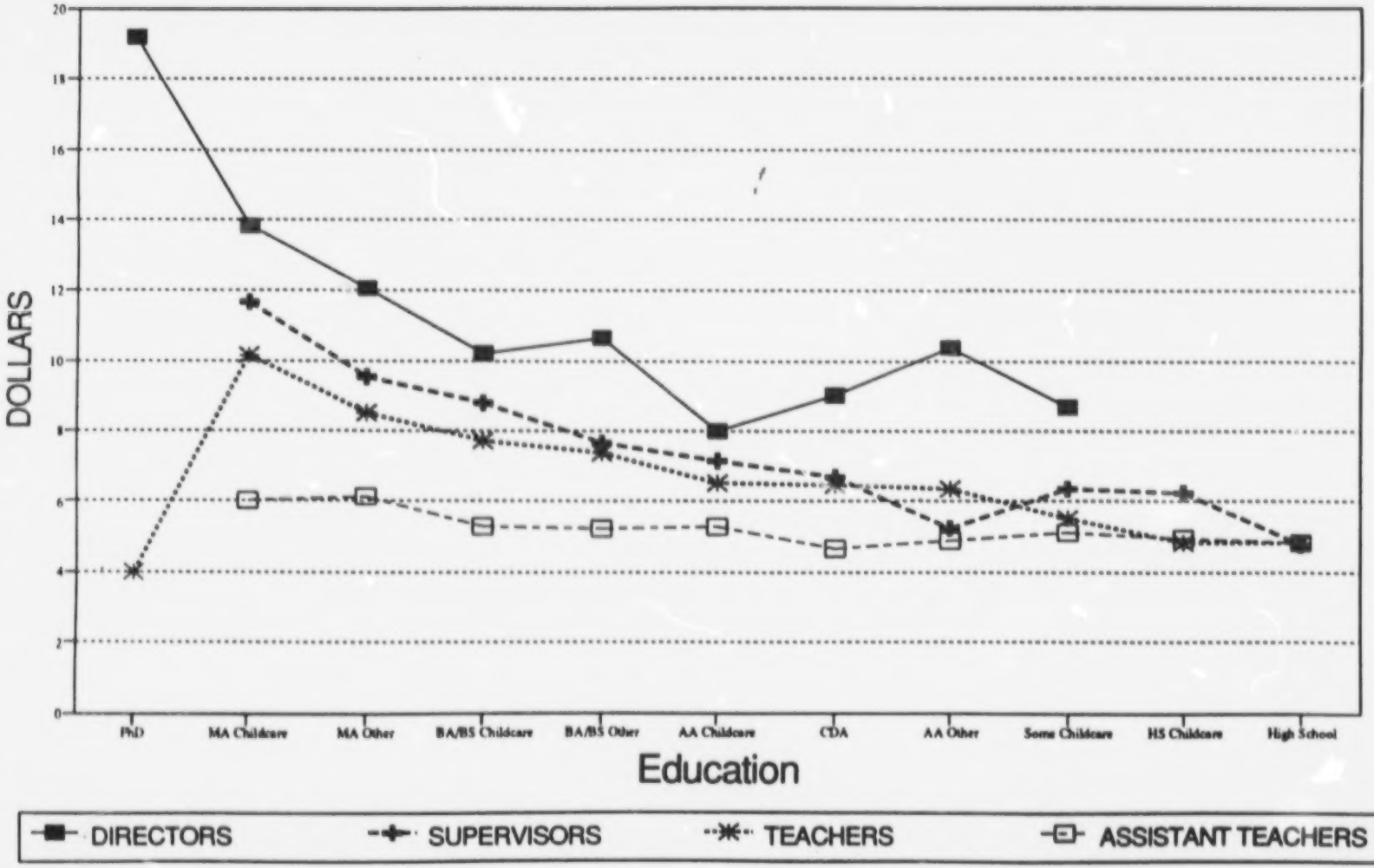
TABLE 3

TENURE

TEN OR MORE YEARS

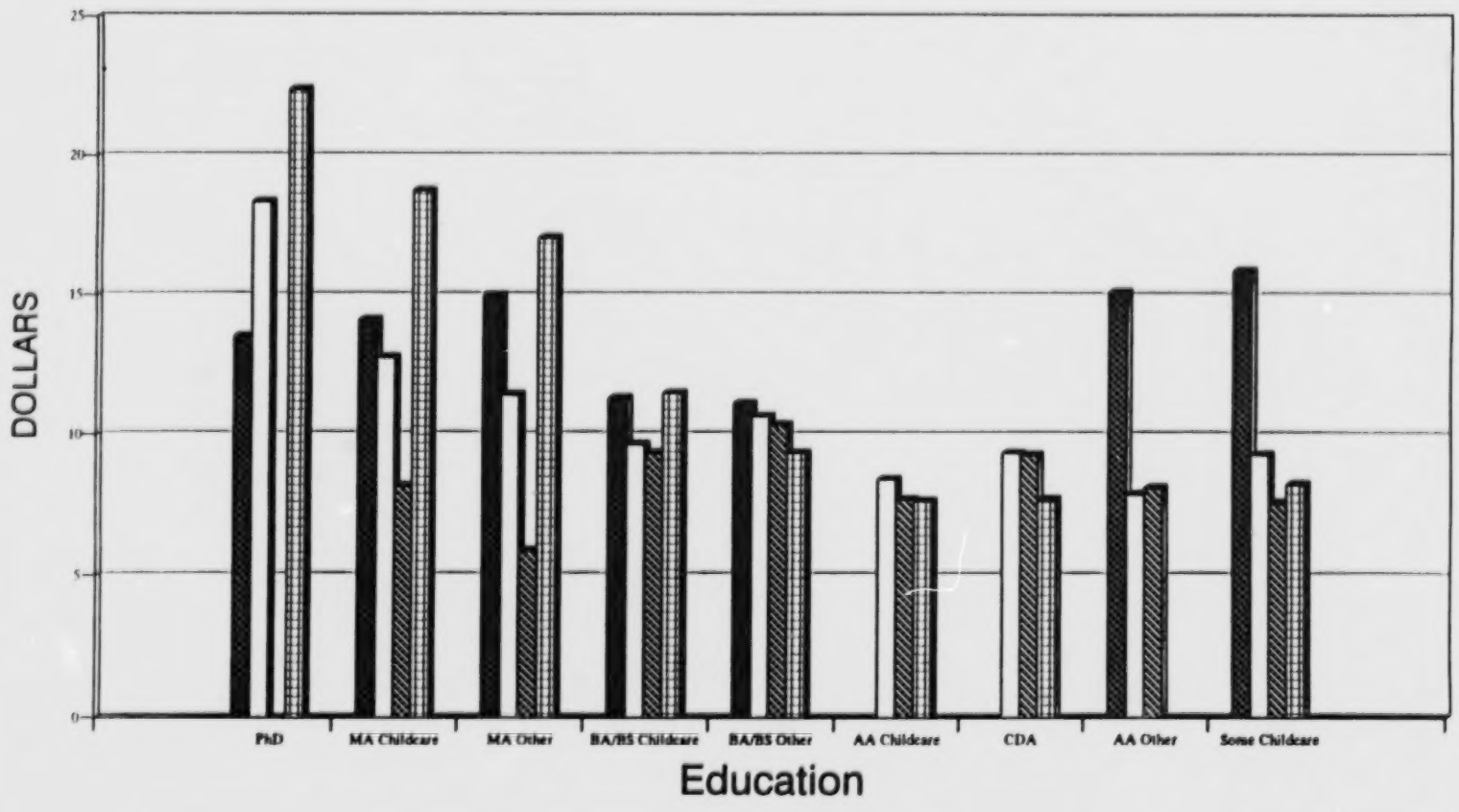
	United Way	Non-profit/Church	Private For Pofit	Corp, Hosp, PS
NONE	29.2	65.0	61.5	76.2
1-10	12.5	5.0	11.5	4.8
11-20	41.7	15.0	13.5	14.3
21-30	8.3	5.0	1.9	4.8
31-40	0.0	7.5	7.7	0.0
41-50	4.2	0.0	1.9	0.0
50+	4.2	2.5	1.9	0.0

AVERAGE SALARY
BY EDUCATION



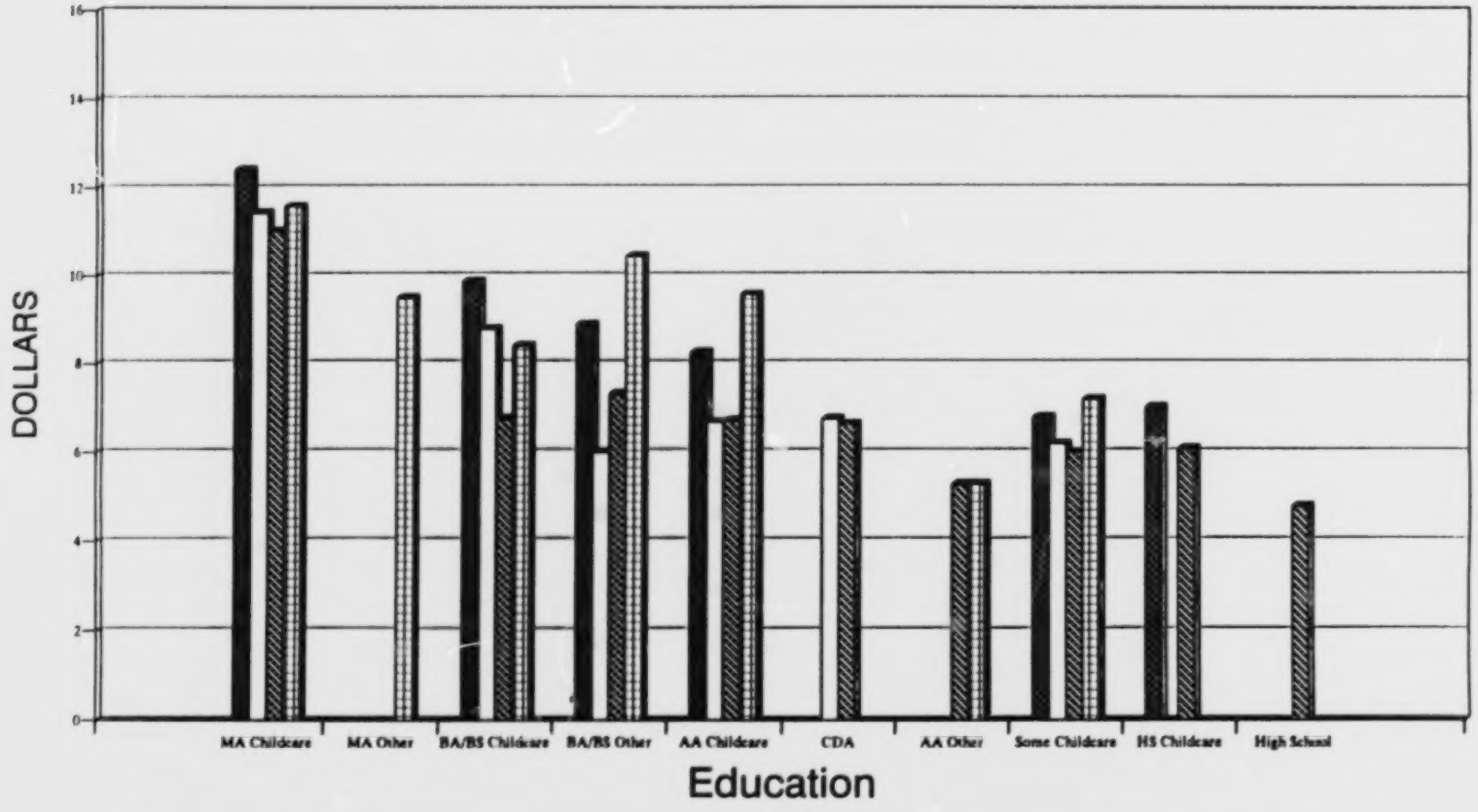
Graph 2

AVERAGE SALARY
FOR DIRECTORS



Graph 2A

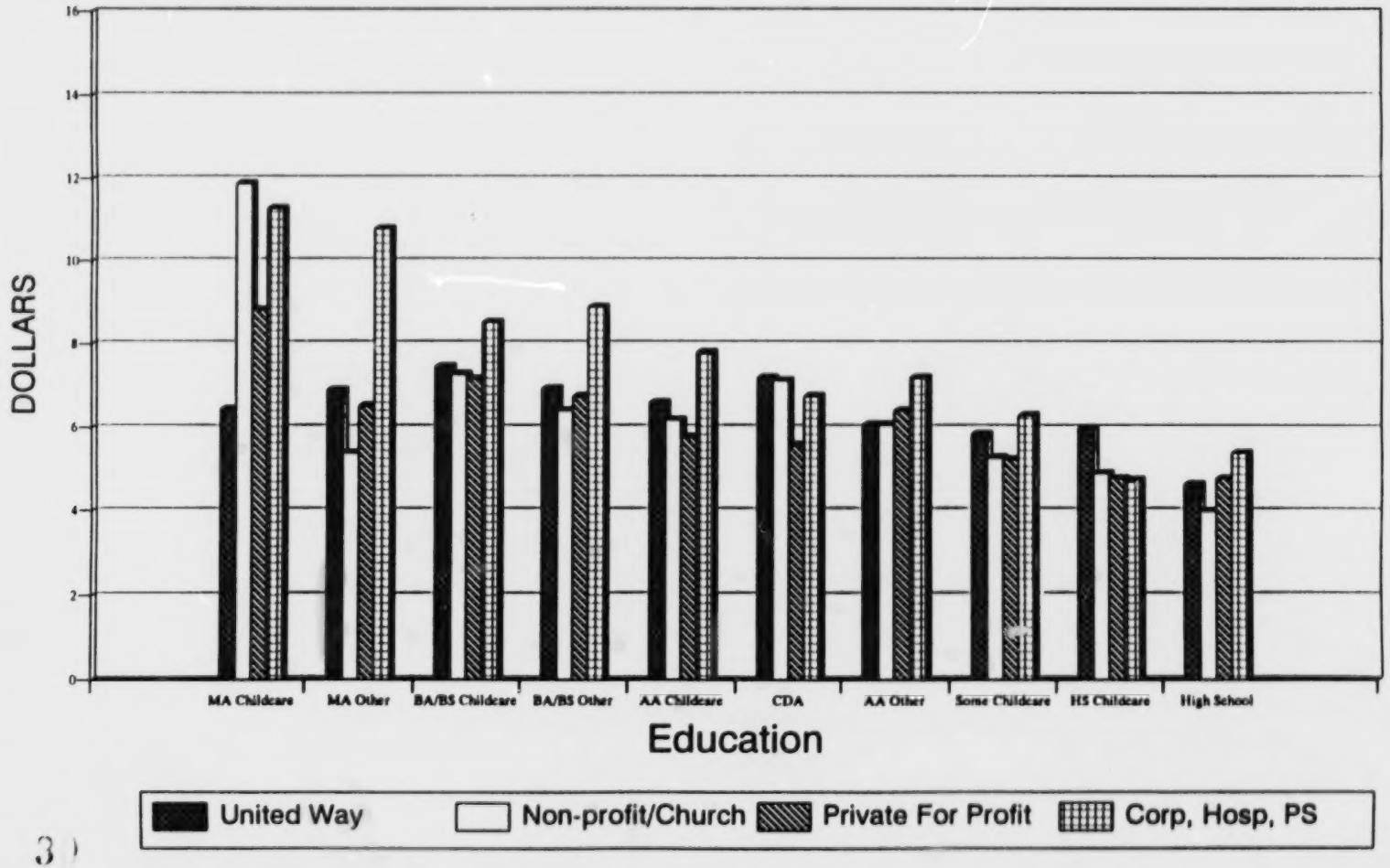
AVERAGE SALARY
FOR SUPERVISORS



Graph 2B

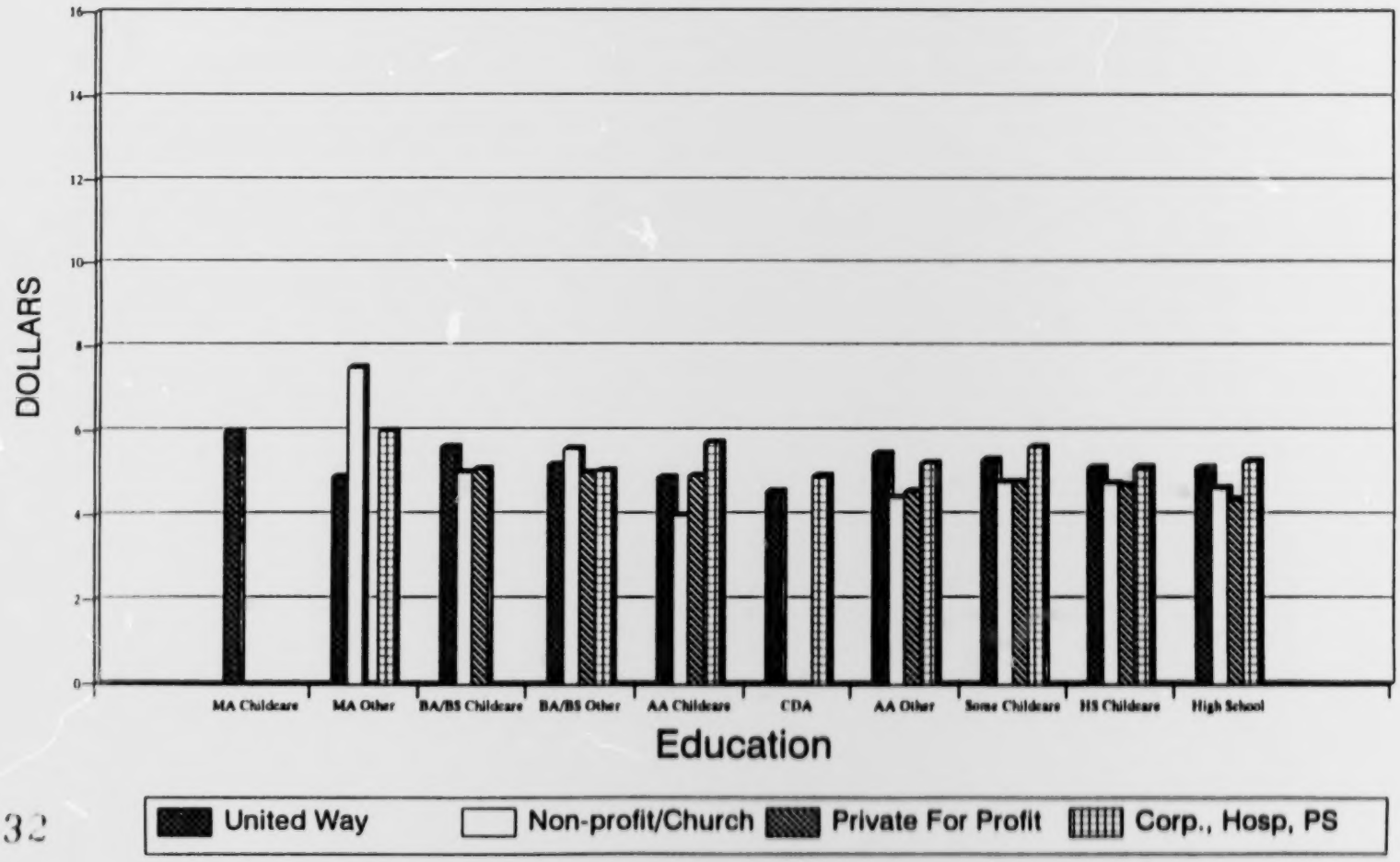
23

AVERAGE SALARY
FOR TEACHERS



Graph 2C

AVERAGE SALARY
FOR ASSISTANT TEACHERS



Graph 2D

TABLE 4

AVERAGE SALARY

	DIRECTOR	SUPERVISOR	TEACHER	ASST. TEACHER
PhD	19.16		4.03	
MA Childcare	13.86	11.64	10.10	6.00
MA Other	12.05	9.50	8.52	6.13
BA/BS Childcare	10.17	8.77	7.69	5.29
BA/BS Other	10.62	7.68	7.37	5.23
AA Childcare	8.00	7.15	6.55	5.26
CDA	8.95	6.69	6.44	4.68
AA Other	10.36	5.25	6.35	4.88
Some Childcare	8.65	6.31	5.53	5.11
HS Childcare		6.24	4.82	4.92
High School		4.78	4.86	4.80

TABLE 5

SALARIES FOR DIRECTORS

EDUCATION	Number Empl	NONPROFIT/ UNITED WAY MIN	UNITED WAY MAX	UNITED WAY AVERAGE	NONPROFIT/ CHURCH MIN	CHURCH MAX	CHURCH AVERAGE	PRIVATE FOR PROFIT MIN	PRIVATE FOR PROFIT MAX	PRIVATE FOR PROFIT AVERAGE	CORPORATION/ HOSPITAL / PUBLIC SCHOOL MIN	HOSPITAL / PUBLIC SCHOOL MAX	HOSPITAL / PUBLIC SCHOOL AVERAGE	ALL MIN	ALL MAX	ALL AVERAGE
PhD	4	13.54	13.54	13.54	18.39	18.39	18.39				22.00	22.71	22.35	13.54	22.71	19.16
MA Childcare	18	9.66	18.60	14.15	7.50	17.00	12.75	8.17	8.17	8.17	16.00	25.62	18.76	7.50	25.62	13.66
MA Other	11	14.00	18.00	15.00	4.25	18.00	11.38	5.85	5.85	5.85	13.94	20.24	17.09	4.25	20.24	12.05
BA/BS Childcare	26	8.17	13.94	11.27	7.75	12.98	9.64	5.00	16.00	9.34	6.73	16.13	11.45	5.00	16.13	10.17
BA/BS Other	20	8.00	12.50	11.14	5.75	15.00	10.63	3.75	19.23	10.34	9.37	9.37	9.37	5.75	19.23	10.62
AA Childcare	20				3.45	12.01	8.41	5.00	12.00	7.67	7.50	8.00	7.62	3.45	12.01	8.00
CDA	9				7.50	12.00	9.33	6.50	10.00	9.31	5.00	8.70	7.67	5.00	12.00	8.95
AA Other	6	13.54	15.90	15.11	7.70	8.00	7.85	7.50	8.50	8.13				7.50	15.90	10.36
Some Childcare	13	15.87	15.87	15.87	7.30	11.00	9.27	4.25	11.87	7.56	8.25	8.25	8.25	4.25	15.87	8.65
TOTAL DIR	127	8.00	18.60	13.24	3.45	18.39	10.37	3.75	19.23	8.59	5.00	25.62	12.72	3.45	26.62	10.64

TABLE 5A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR DIRECTORS

EDUCATION	Number Schools	UNITED WAY		NON-PROFIT/ CHURCH		PRIVATE FOR PROFIT		CORPORATIONS/ HOSP./PUB. SCHOOL		ALL	
		ENTRY	*EXP.*	*ENTRY*	*EXP.*	*ENTR*	*EXP.*	*ENTRY*	*EXP.*	*ENTRY*	*EXP.*
PhD	4	13.54	13.54	18.39	18.39			22.35	22.35	19.16	19.16
MA Childcare	18	13.39	14.90	11.49	14.00	8.17	8.17	16.71	20.81	12.84	14.88
MA Other	11	14.00	16.00	10.95	11.80	5.85	5.85	13.94	20.24	11.31	12.79
BA/BS Childcare	26	10.40	12.13	9.64	9.64	8.67	10.01	11.20	11.70	9.67	10.67
BA/BS Other	19	10.49	11.79	9.96	10.95	10.02	10.67	9.37	9.37	10.08	11.01
AA Childcare	20			7.85	8.97	6.94	8.39	7.50	7.75	7.41	8.59
CDA	9			9.17	9.50	9.13	9.50	6.85	8.49	8.63	9.27
AA Other	6	14.72	15.50	7.85	7.85	7.87	8.38			10.15	10.58
Some Childcare	13	15.87	15.87	9.10	9.43	6.98	8.14	8.25	8.25	8.25	9.04

TABLE 6

SALARIES FOR SUPERVISORS

EDUCATION	Number Empl	UNITED WAY MIN	UNITED WAY MAX	UNITED WAY AVERAGE	NONPROFIT/ CHURCH MIN	NONPROFIT/ CHURCH MAX	NONPROFIT/ CHURCH AVERAGE	PRIVATE FOR PROFIT MIN	PRIVATE FOR PROFIT MAX	PRIVATE FOR PROFIT AVERAGE	CORPORATION/ HOSPITAL/ PUBLIC SCHOOL MIN	CORPORATION/ HOSPITAL/ PUBLIC SCHOOL MAX	CORPORATION/ HOSPITAL/ PUBLIC SCHOOL AVERAGE	ALL MIN	ALL MAX	ALL AVERAGE
PhD																
MA Childcare	9	11.56	14.42	12.39	9.03	14.11	11.42	10.00	12.00	11.00	9.00	17.50	11.57	9.00	17.50	11.64
MA Other	1										9.50	9.50	9.50	9.50	9.50	9.50
BA/BS Childcare	22	6.97	12.00	9.86	5.50	12.71	8.78	5.00	8.50	6.74	5.50	12.66	8.39	5.00	12.71	8.77
BA/BS Other	15	5.00	13.08	8.87	5.50	6.50	6.00	4.25	11.00	7.32	10.42	10.42	10.42	4.25	13.08	7.68
AA Childcare	22	5.00	10.58	8.23	3.50	7.80	6.66	5.60	8.00	6.71	7.65	11.47	9.56	3.50	11.47	7.15
CDA	2				6.50	7.00	6.75	5.90	7.37	6.63				5.90	7.37	6.69
AA Other	2							5.00	5.50	5.25	5.25	5.25	5.25	5.00	5.50	5.25
Some Childcare	38	5.07	9.25	6.78	4.29	8.00	6.16	4.25	11.87	6.00	5.75	10.00	7.18	4.25	11.87	6.31
HS Childcare	5	7.00	7.00	7.00				5.45	6.50	6.05				5.45	7.00	6.24
High School	1							4.35	5.20	4.78				4.35	5.20	4.78
TOTAL SUPV	117	11.56	14.42	8.69	3.50	14.11	7.30	4.25	12.00	6.47	5.25	17.50	8.84	3.50	17.50	7.52

TABLE 6A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR SUPERVISORS

EDUCATION	Number Schools	UNITED WAY		NON-PROFIT/ CHURCH		PRIVATE FOR PROFIT		CORPORATIONS/ HOSP./PUB. SCHOOL		ALL	
		ENTRY	*EXP.*	*ENTRY*	*EXP.*	*ENTR*	*EXP.*	*ENTRY*	*EXP.*	*ENTRY*	*EXP.*
PhD											
MA Childcare	8	11.78	12.99	11.57	12.61	10.00	12.00	10.63	12.50	11.08	12.59
MA Other	1							9.50	9.50	9.50	9.50
BA/BS Childcare	19	9.70	10.02	7.66	8.92	6.49	6.98	6.95	9.83	8.20	9.07
BA/BS Other	12	8.66	10.16	6.00	6.00	7.35	7.85	10.42	10.42	7.59	8.18
AA Childcare	18	7.33	8.23	6.24	6.84	6.53	6.88	7.65	11.47	6.73	7.57
CDA	2			6.50	7.00	5.90	7.37			6.20	7.19
AA Other	2					5.00	5.50	5.25	5.25	5.12	5.37
Some Childcare	30	6.71	7.62	6.14	6.62	5.60	6.48	7.03	7.34	6.10	6.82
HS Childcare	4	7.00	7.00			5.90	6.33			6.17	6.50
High School	1					4.35	5.20			4.35	5.20

TABLE 7

SALARIES FOR TEACHERS

EDUCATION	Number Empl	UNITED WAY			NONPROFIT/ CHURCH			PRIVATE FOR PROFIT			CORPORATION/ HOSPITAL/PUBLIC SCHOOL			ALL		
		MIN	MAX	AVERAGE	MIN	MAX	AVERAGE	MIN	MAX	AVERAGE	MIN	MAX	AVERAGE	MIN	MAX	AVERAGE
PhD	1				3.80	4.25	4.03							3.80	4.25	4.03
MA Childcare	15	6.25	6.60	6.42	9.06	13.09	11.87	7.50	11.50	8.83	6.25	15.35	11.28	6.25	15.35	10.10
MA Other	23	5.75	8.50	6.89	3.80	8.00	5.38	5.50	7.50	6.50	6.71	15.91	10.77	3.80	15.91	8.52
BA/BS Childcare	152	4.75	10.50	7.46	4.75	10.50	7.28	5.00	11.85	7.15	5.00	13.13	8.50	4.75	13.13	7.69
BA/BS Other	127	4.60	10.50	6.92	3.80	8.50	6.38	4.25	11.75	6.75	4.50	13.13	8.90	3.80	13.13	7.37
AA Childcare	135	4.83	8.90	6.60	3.50	13.25	6.16	4.50	8.00	5.75	4.50	12.96	7.78	3.50	13.25	6.55
CDA	46	5.00	10.00	7.18	6.25	7.65	7.10	4.25	7.50	5.57	4.95	12.36	6.72	4.25	12.36	6.44
AA Other	46	5.00	7.00	6.06	4.25	8.00	6.04	4.25	10.85	6.40	4.75	14.67	7.17	4.25	14.67	6.35
Some Childcare	345	4.25	7.21	5.82	4.25	7.00	5.27	4.00	10.28	5.21	4.40	10.18	6.28	4.00	10.28	5.53
HS Childcare	126	4.25	8.32	5.98	3.31	6.00	4.87	4.25	7.50	4.79	4.35	6.50	4.73	3.31	8.32	4.82
High School	103	4.00	5.63	4.61	2.10	5.00	3.99	3.75	6.00	4.77	4.25	7.66	5.37	2.10	7.66	4.86
TOTAL TEACH	1119	4.00	10.50	6.75	2.10	13.25	5.80	3.75	11.85	5.47	4.25	15.91	7.18	2.10	15.91	6.21

TABLE 7A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR TEACHERS

EDUCATION	Number Schools	UNITED WAY		NON-PROFIT/ CHURCH		PRIVATE FOR PROFIT		CORPORATIONS/ HOSP./PUB. SCHOOL		ALL	
		ENTRY	*EXP.*	*ENTRY*	*EXP.*	*ENTR*	*EXP.*	*ENTRY*	*EXP.*	*ENTRY*	*EXP.*
PhD	1			3.80	4.25					3.80	4.25
MA Childcare	8	6.25	6.60	9.06	13.09	8.83	8.83	8.71	11.78	8.49	10.19
MA Other	12	7.12	8.00	5.02	5.75	6.50	6.50	8.48	11.39	7.06	8.60
BA/BS Childcare	43	6.92	7.72	6.21	7.60	6.66	7.55	7.13	9.87	6.74	8.10
BA/BS Other	47	6.40	7.19	5.61	6.63	5.60	6.56	6.57	8.15	6.00	7.06
AA Childcare	50	6.57	7.26	5.08	6.78	5.31	5.99	6.32	7.98	5.74	6.83
CDA	26	6.58	7.46	7.10	7.10	5.15	5.49	6.91	8.51	6.03	6.67
AA Other	26	5.85	6.50	5.18	6.30	5.35	6.30	7.36	9.14	5.63	6.67
Some Childcare	88	5.32	6.23	4.91	5.68	4.89	5.36	5.30	6.99	5.02	5.83
HS Childcare	38	5.77	6.19	4.51	4.76	4.46	5.06	4.66	5.34	4.61	5.09
High School	29	4.31	4.96	3.92	4.21	4.33	4.89	4.84	6.00	4.36	5.01

TABLE 8

SALARIES
FOR ASSISTANT TEACHERS

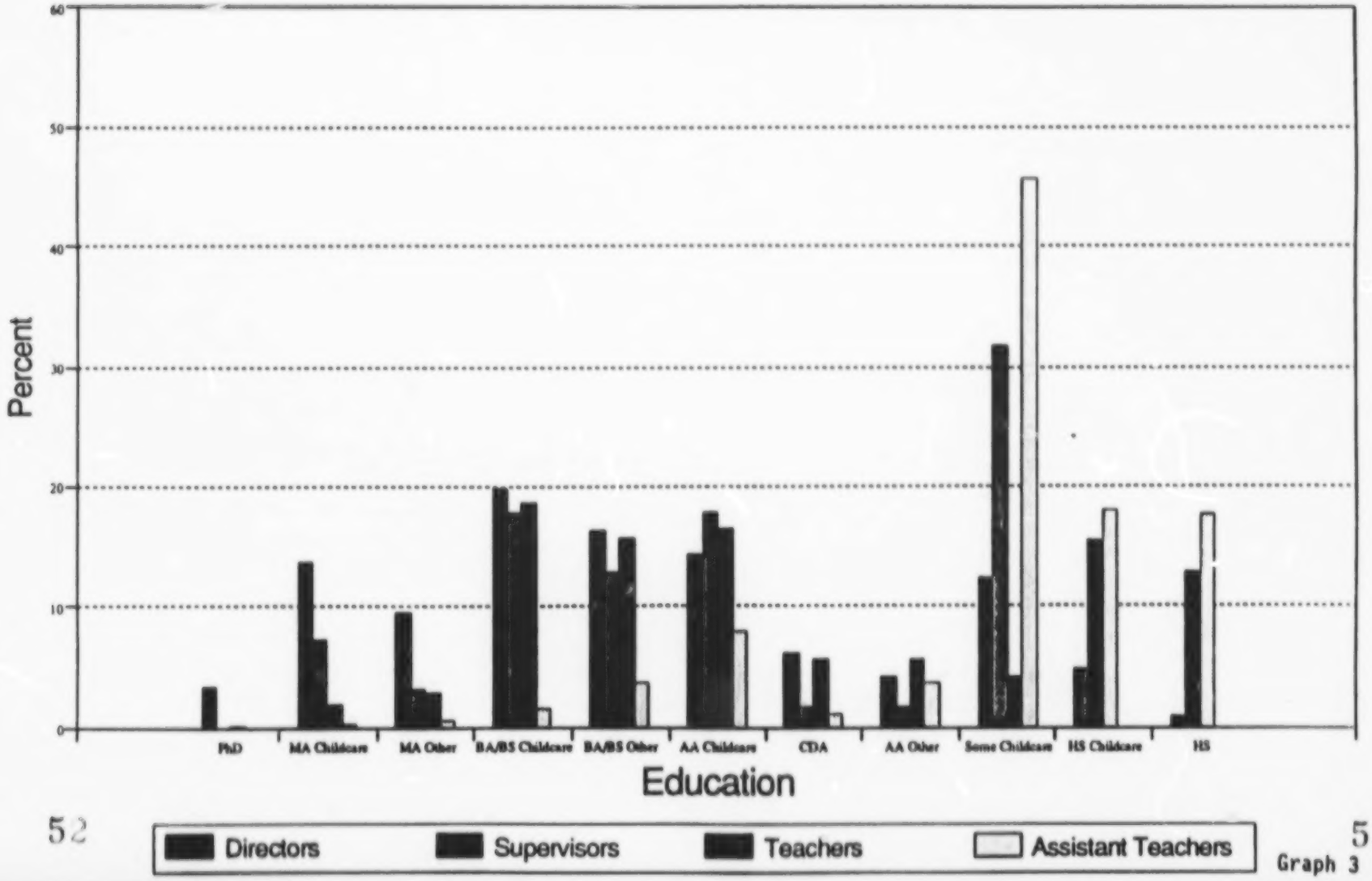
EDUCATION	Number Empl	UNITED WAY MIN	UNITED WAY MAX	UNITED WAY AVERAGE	NONPROFIT/ CHURCH MIN	NONPROFIT/ CHURCH MAX	NONPROFIT/ CHURCH AVERAGE	PRIVATE FOR PROFIT MIN	PRIVATE FOR PROFIT MAX	PRIVATE FOR PROFIT AVERAGE	CORPORATION/ HOSPITAL/PUBLIC SCHOOL MIN	CORPORATION/ HOSPITAL/PUBLIC SCHOOL MAX	CORPORATION/ HOSPITAL/PUBLIC SCHOOL AVERAGE	ALL MIN	ALL MAX	ALL AVERAGE
PhD																
MA Childcare	1	6.00	6.00	6.00										6.00	6.00	6.00
MA Other	3	4.88	4.88	4.88	7.00	8.00	7.50				6.00	6.00	6.00	4.88	8.00	6.13
BA/BS Childcare	9	4.50	6.67	5.59	5.00	5.00	5.00	4.25	6.00	5.08				4.25	6.67	5.29
BA/BS Other	21	4.50	7.75	5.17	4.25	7.05	5.55	4.50	5.50	5.00	4.52	5.25	5.05	4.25	7.75	5.23
AA Childcare	42	3.50	6.01	4.90	3.50	4.47	3.98	4.25	6.00	4.91	4.52	7.21	5.70	3.50	7.21	5.26
CDA	6	4.25	4.75	4.56							4.25	5.60	4.92	4.25	5.60	4.68
AA Other	21	4.50	6.25	5.46	4.25	6.00	4.39	4.50	4.60	4.55	4.25	5.73	5.22	4.25	6.25	4.88
Some Childcare	260	4.25	7.56	5.31	3.64	6.00	4.76	3.75	8.00	4.77	4.25	7.52	5.60	3.64	8.00	5.11
HS Childcare	103	4.00	7.00	5.10	4.04	5.50	4.73	4.25	5.50	4.68	4.25	7.30	5.12	4.00	7.30	4.92
High School	100	4.25	7.02	5.10	3.93	6.00	4.61	3.75	5.00	4.37	4.25	7.30	5.27	3.75	7.30	4.80
TOTAL ASST	566	3.50	7.75	5.22	3.50	8.00	4.75	3.75	8.00	4.69	4.35	7.52	5.44	3.50	8.00	5.03

TABLE 8A

AVERAGE ENTRY LEVEL AND EXPERIENCED SALARIES PAID BY CENTERS FOR ASSISTANT TEACHERS

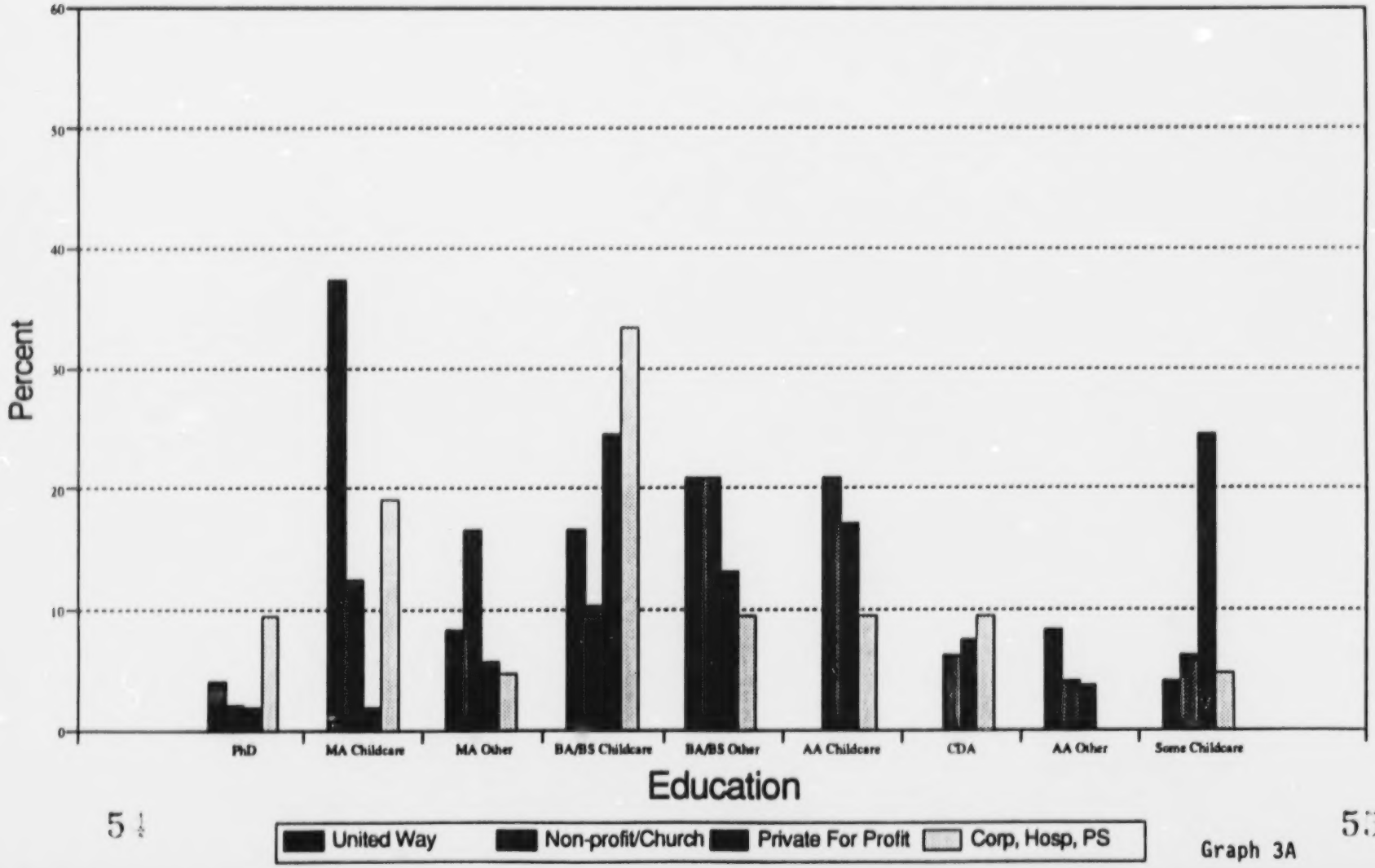
EDUCATION	Number Schools	UNITED WAY		NON-PROFIT/ CHURCH		PRIVATE FOR PROFIT		CORPORATIONS/ HOSP./PUB. SCHOOL		ALL	
		ENTRY	*EXP.*	*ENTRY*	*EXP.*	*ENTR*	*EXP.*	*ENTRY*	*EXP.*	*ENTRY*	*EXP.*
PhD											
MA Childcare	1	6.00	6.00							6.00	6.00
MA Other	3	4.88	4.88	7.00	8.00			6.00	6.00	5.96	6.29
BA/BS Childcare	6	5.00	6.19	5.00	5.00	4.92	5.25			4.96	5.52
BA/BS Other	11	5.85	5.93	5.12	5.95	5.00	5.00	4.88	5.02	5.26	5.60
AA Childcare	13	4.79	5.06	3.50	4.47	4.67	5.16	4.87	7.02	4.67	5.35
CDA	4	4.50	4.75					4.92	4.92	4.71	4.84
AA Other	10	5.13	5.81	4.50	4.83	4.55	4.55	4.96	4.99	4.79	5.10
Some Childcare	64	4.83	5.73	4.58	4.91	4.53	5.06	4.67	5.65	4.63	5.25
HS Childcare	34	4.45	5.27	4.49	4.97	4.57	4.70	4.73	5.40	4.55	5.00
High School	39	4.54	5.40	4.56	4.87	4.33	4.48	4.71	5.28	4.50	4.93

PERCENT AT EACH EDUCATIONAL LEVEL
BY POSITION



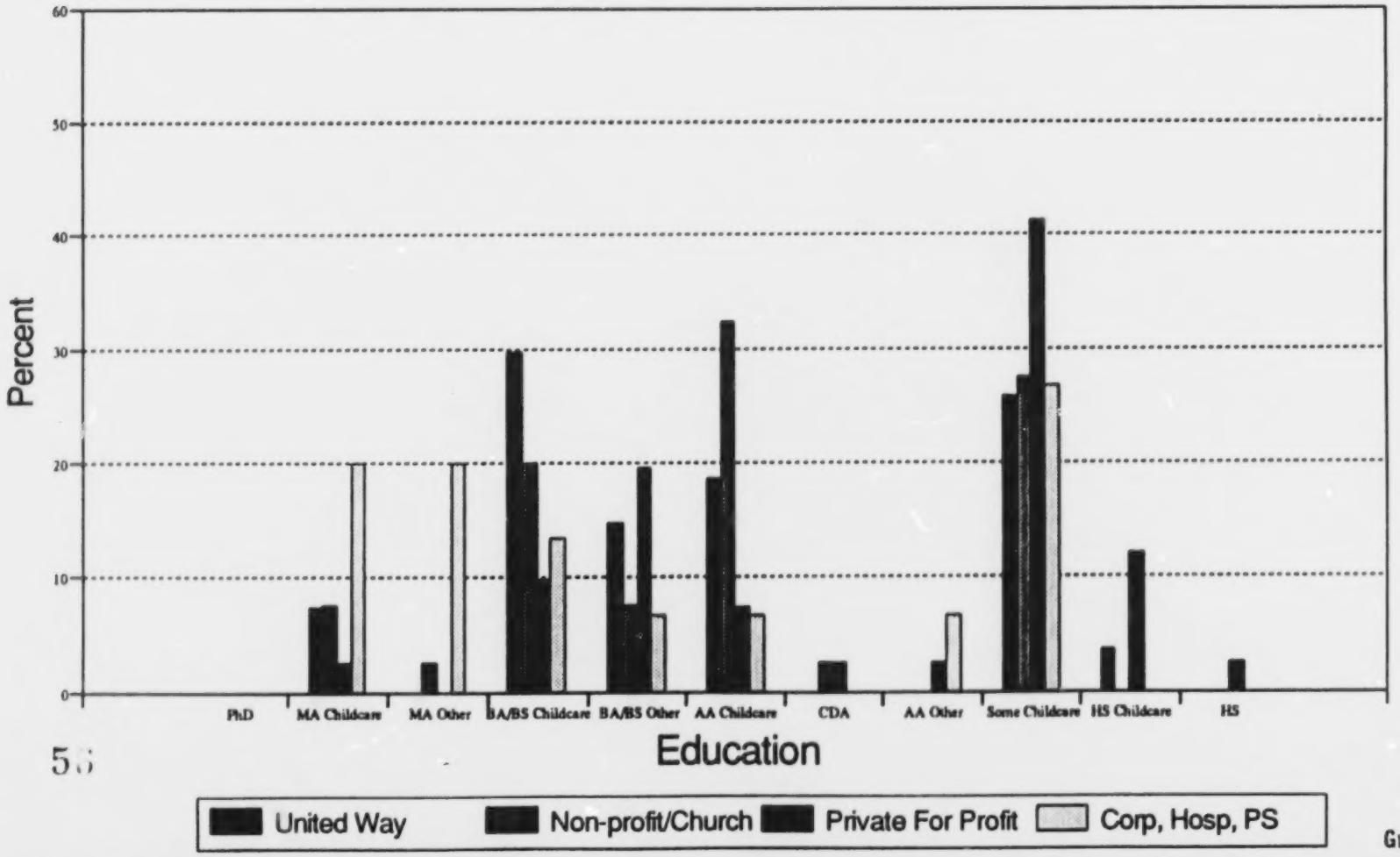
Graph 3

PERCENT OF DIRECTORS
AT EACH EDUCATIONAL LEVEL



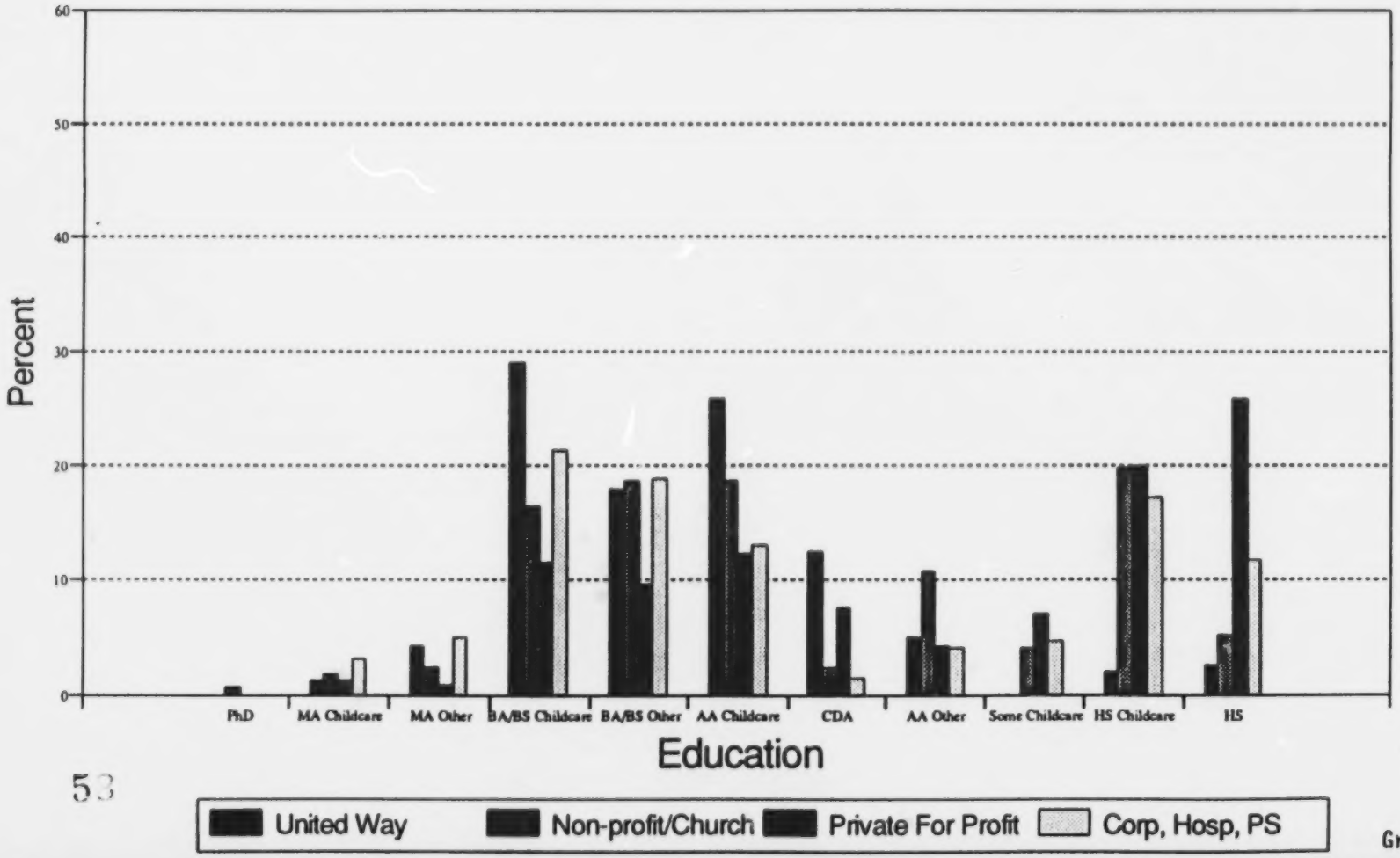
Graph 3A

PERCENT OF SUPERVISORS
AT EACH EDUCATIONAL LEVEL



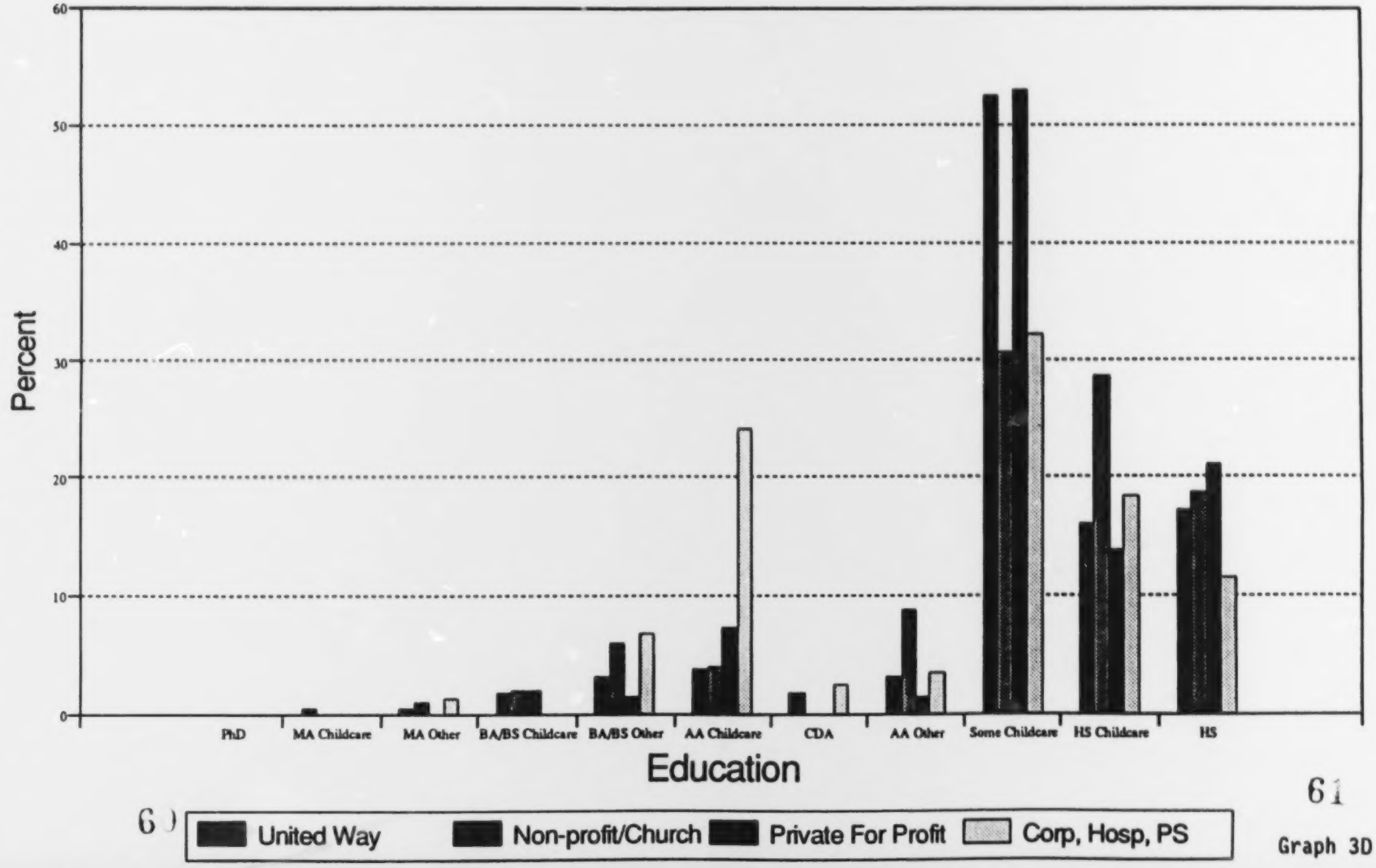
Graph 3B

PERCENT OF TEACHERS
AT EACH EDUCATIONAL LEVEL



Graph 3C

PERCENT OF ASSISTANT TEACHERS
AT EACH EDUCATIONAL LEVEL



Graph 3D

TABLE 9

CENTERS WITH DIRECTORS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	1	4.2	1	2.2	1	1.9	2	8.7	5	3.4
MA Childcare	9	37.5	6	13.3	1	1.9	3	13.0	19	13.0
MA Other	2	8.3	8	17.8	3	5.6	1	4.4	14	9.6
BA/BS Childcare	4	16.7	5	11.1	13	24.1	7	30.4	29	19.9
BA/BS Other	5	20.8	9	20.0	7	13.0	2	8.7	23	15.8
AA Childcare	0	0.0	10	22.2	9	16.7	2	8.7	21	14.4
CDA	0	0.0	3	6.7	4	7.4	2	8.7	9	6.2
AA Other	2	8.3	2	4.4	2	3.7	0	0.0	6	4.1
Some Childcare	1	4.2	3	6.7	13	24.1	1	4.4	18	12.3
TOTAL CENTERS	24		45		54		23		146	

TABLE 9A

DIRECTORS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	1	4.2	1	2.1	1	1.9	2	9.5	5	3.4
MA Childcare	9	37.5	6	12.5	1	1.9	4	19.1	20	13.7
MA Other	2	8.3	8	16.7	3	5.7	1	4.8	14	9.6
BA/BS Childcare	4	16.7	5	10.4	13	24.5	7	33.3	29	19.9
BA/BS Other	5	20.8	10	20.8	7	13.2	2	9.5	24	16.4
AA Childcare	0	0.0	10	20.8	9	17.0	2	9.5	21	14.4
CDA	0	0.0	3	6.3	4	7.6	2	9.5	9	6.2
AA Other	2	8.3	2	4.2	2	3.8	0	0.0	6	4.1
Some Childcare	1	4.2	3	6.3	13	24.5	1	4.8	18	12.3
HS Childcare	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
High School	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
TOTAL	24		48		53		21		146	

TABLE 10

CENTERS WITH SUPERVISORS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MA Childcare	2	8.3	2	4.4	1	1.9	3	13.0	8	5.5
MA Other	0	0.0	1	2.2	0	0.0	2	8.7	3	2.1
BA/BS Childcare	8	33.3	5	11.1	4	7.4	2	8.7	19	13.0
BA/BS Other	3	12.5	3	6.7	6	11.1	1	4.4	13	8.9
AA Childcare	5	20.8	8	17.8	3	5.6	1	4.4	17	11.6
CDA	0	0.0	1	2.2	1	1.9	0	0.0	2	1.4
AA Other	0	0.0	0	0.0	1	1.9	1	4.4	2	1.4
Some Childcare	5	20.8	8	17.8	14	25.9	4	17.4	31	21.2
HS Childcare	1	4.2	0	0.0	4	7.4	0	0.0	5	3.4
High School	0	0.0	0	0.0	1	1.9	0	0.0	1	0.7
TOTAL CENTERS	24		45		54		23		146	

TABLE 10A

SUPERVISORS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MA Childcare	2	7.4	3	7.5	1	2.4	3	20.0	9	7.3
MA Other	0	0.0	1	2.5	0	0.0	3	20.0	4	3.3
BA/BS Childcare	8	29.6	8	20.0	4	9.8	2	13.3	22	17.9
BA/BS Other	4	14.8	3	7.5	8	19.5	1	6.7	16	13.0
AA Childcare	5	18.5	13	32.5	3	7.3	1	6.7	22	17.9
CDA	0	0.0	1	2.5	1	2.4	0	0.0	2	1.6
AA Other	0	0.0	0	0.0	1	2.4	1	6.7	2	1.6
Some Childcare	7	25.9	11	27.5	17	41.5	4	26.7	39	31.7
HS Childcare	1	3.7	0	0.0	5	12.2	0	0.0	6	4.9
High School	0	0.0	0	0.0	1	2.4	0	0.0	1	0.8
TOTAL	27		40		41		15		123	

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TABLE 11

CENTERS WITH TEACHERS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	1	2.2	0	0.0	0	0.0	1	0.7
MA Childcare	1	4.2	1	2.2	3	5.6	3	13.0	8	5.5
MA Other	2	8.3	4	8.9	2	3.7	5	21.7	13	8.9
BA/BS Childcare	13	54.2	10	22.2	12	22.2	9	39.1	44	30.1
BA/BS Other	11	45.8	13	28.9	12	22.2	10	43.5	46	31.5
AA Childcare	13	54.2	13	28.9	17	31.5	8	34.8	51	34.9
CDA	7	29.2	4	8.9	11	20.4	3	13.0	25	17.1
AA Other	7	29.2	10	22.2	7	13.0	3	13.0	27	18.5
Some Childcare	0	0.0	5	11.1	9	16.7	2	8.7	16	11.0
HS Childcare	3	12.5	13	28.9	17	31.5	6	26.1	39	26.7
High School	3	12.5	6	13.3	16	29.6	6	26.1	31	21.2
TOTAL CENTERS	24		45		54		23		146	

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TABLE 11A

TEACHERS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	1	0.6	0	0.0	0	0.0	1	0.1
MA Childcare	2	1.2	3	1.7	3	1.2	7	3.2	14	1.8
MA Other	7	4.3	4	2.3	2	0.8	11	5.0	24	2.9
BA/BS Childcare	47	29.0	29	16.4	30	11.5	47	21.2	153	18.6
BA/BS Other	29	17.9	33	18.6	25	9.6	42	18.9	129	15.7
AA Childcare	42	25.9	33	18.6	32	12.3	29	13.1	136	16.6
CDA	20	12.4	4	2.3	20	7.7	3	1.4	47	5.7
AA Other	8	4.9	19	10.7	11	4.2	9	4.1	47	5.7
Some Childcare	0	0.0	7	4.0	18	6.9	10	4.5	35	4.3
HS Childcare	3	1.9	35	19.8	52	20.0	38	17.1	128	15.6
High School	4	2.5	9	5.1	67	25.8	26	11.7	106	12.9
TOTAL	162		177		260		222		821	

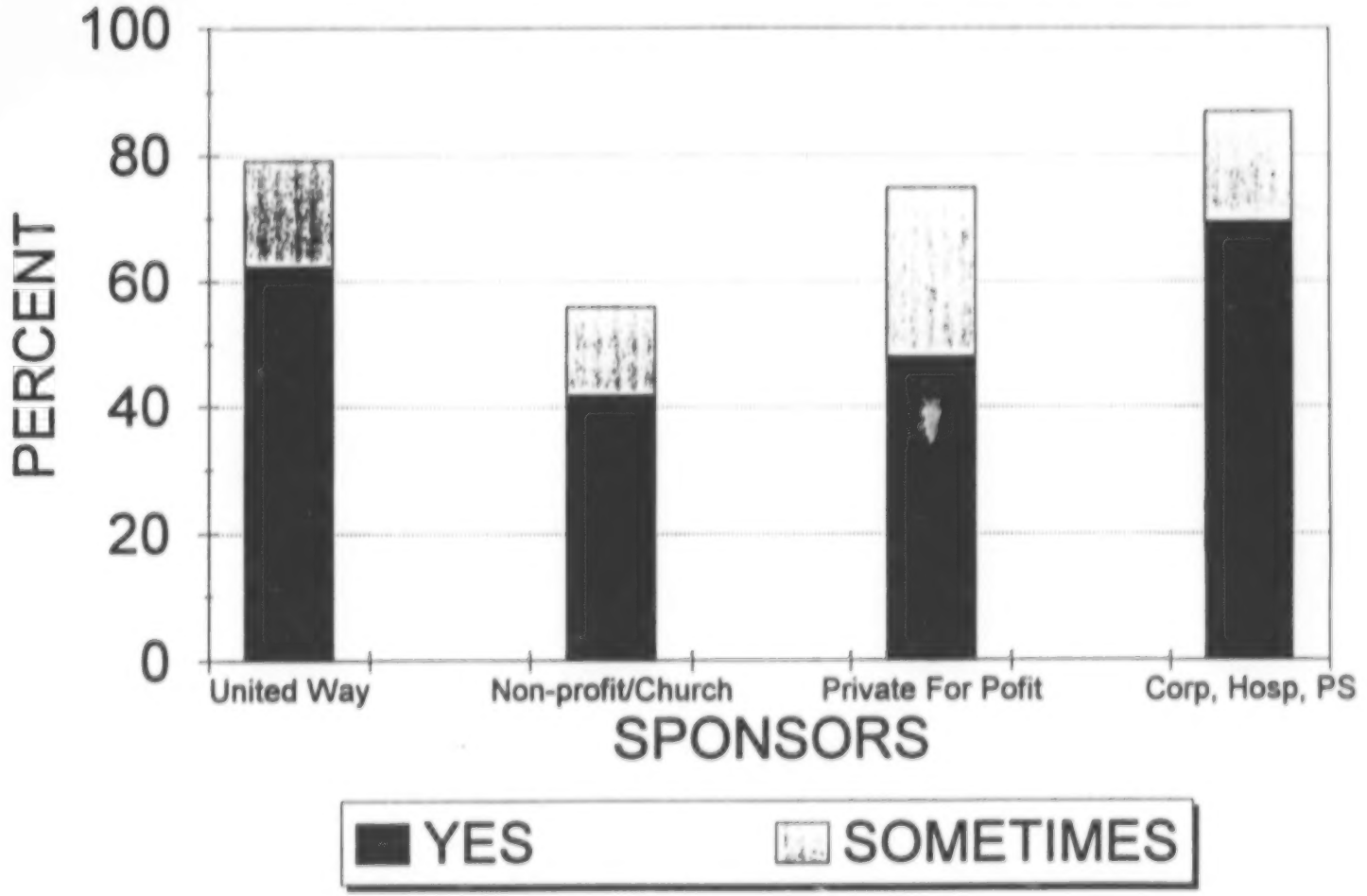
TABLE 12

CENTERS WITH ASSISTANT TEACHERS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MA Childcare	1	4.2	0	0.0	0	0.0	0	0.0	1	0.7
MA Other	1	4.2	1	2.2	0	0.0	1	4.4	3	2.1
BA/BS Childcare	2	8.3	1	2.2	3	5.6	0	0.0	6	4.1
BA/BS Other	3	12.5	4	8.9	2	3.7	2	8.7	11	7.5
AA Childcare	6	25.0	1	2.2	5	9.3	2	8.7	14	9.6
CDA	2	8.3	0	0.0	0	0.0	2	8.7	4	2.7
AA Other	3	12.5	3	6.7	2	3.7	2	8.7	10	6.9
Some Childcare	16	66.7	17	37.8	25	46.3	7	30.4	65	44.5
HS Childcare	8	33.3	8	17.8	13	24.1	5	21.7	34	23.3
High School	10	41.7	10	22.2	14	25.9	5	21.7	39	26.7
TOTAL CENTERS	24		45		54		23		146	

TABLE 12A

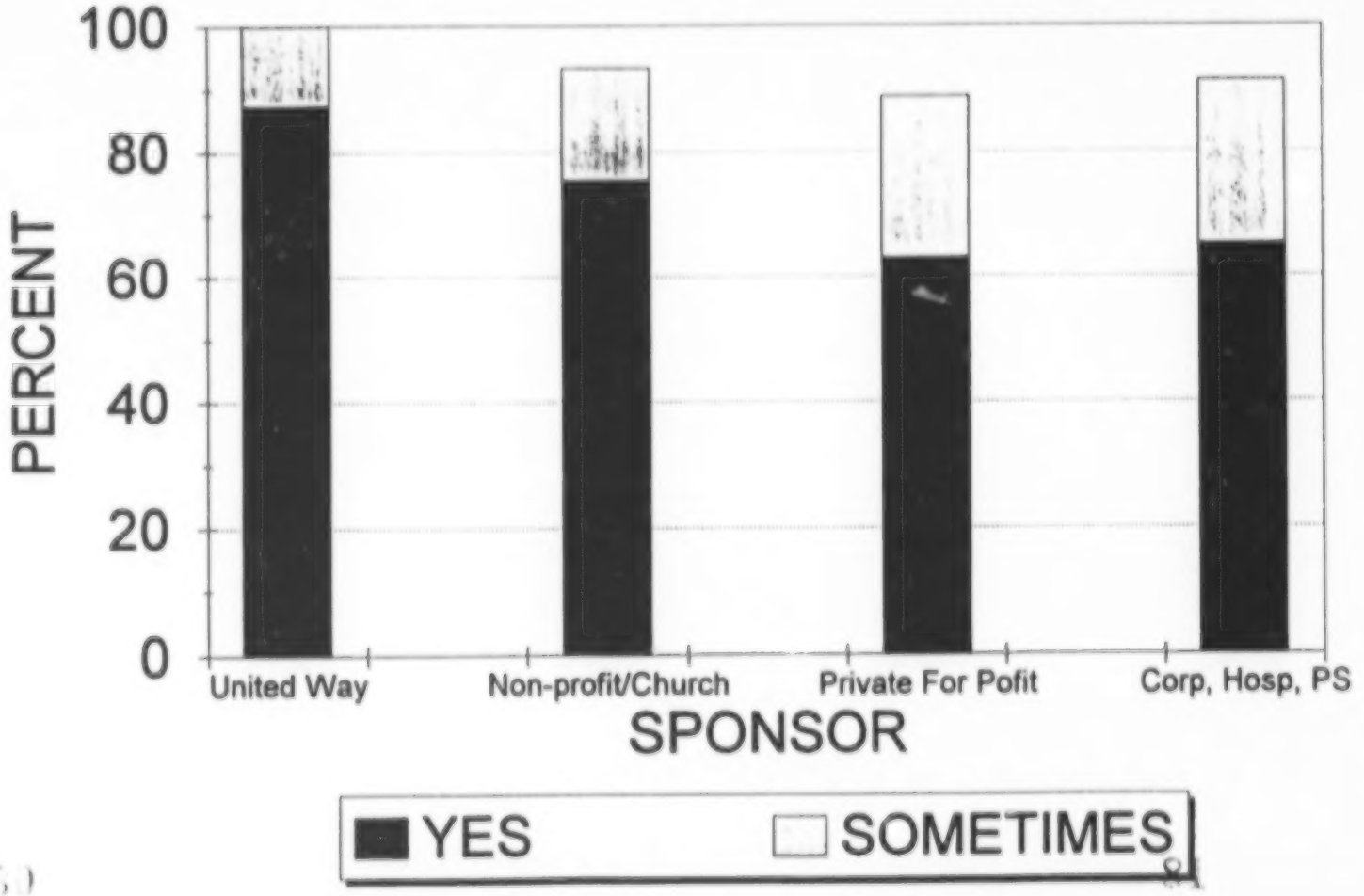
ASSISTANT TEACHERS AT EACH EDUCATIONAL LEVEL										
EDUCATION	UNITED WAY		NON-PROFIT/CHURCH		PRIVATE FOR PROFIT		CORP, HOSPITAL PUBLIC SCHOOL		ALL	
	freq.	%	*freq.*	%	*freq.*	%	*freq.*	%	*freq.*	%
PhD	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
MA Childcare	1	0.4	0	0.0	0	0.0	0	0.0	1	0.2
MA Other	1	0.4	1	1.0	0	0.0	1	1.2	3	0.5
BA/BS Childcare	4	1.7	2	2.0	3	2.0	0	0.0	9	1.6
BA/BS Other	7	3.0	6	5.9	2	1.3	6	6.9	21	3.7
AA Childcare	9	3.9	4	4.0	11	7.3	21	24.1	45	7.9
CDA	4	1.7	0	0.0	0	0.0	2	2.3	6	1.1
AA Other	7	3.0	9	8.9	2	1.3	3	3.5	21	3.7
Some Childcare	122	52.6	31	30.7	80	53.0	28	32.2	261	45.7
HS Childcare	37	16.0	29	28.7	21	13.9	16	18.4	103	18.0
High School	40	17.2	19	18.8	32	21.2	10	11.5	101	17.7
TOTAL	232		101		151		87		571	

PROVIDE FINANCIAL ASSISTANCE
FOR CREDIT COURSES



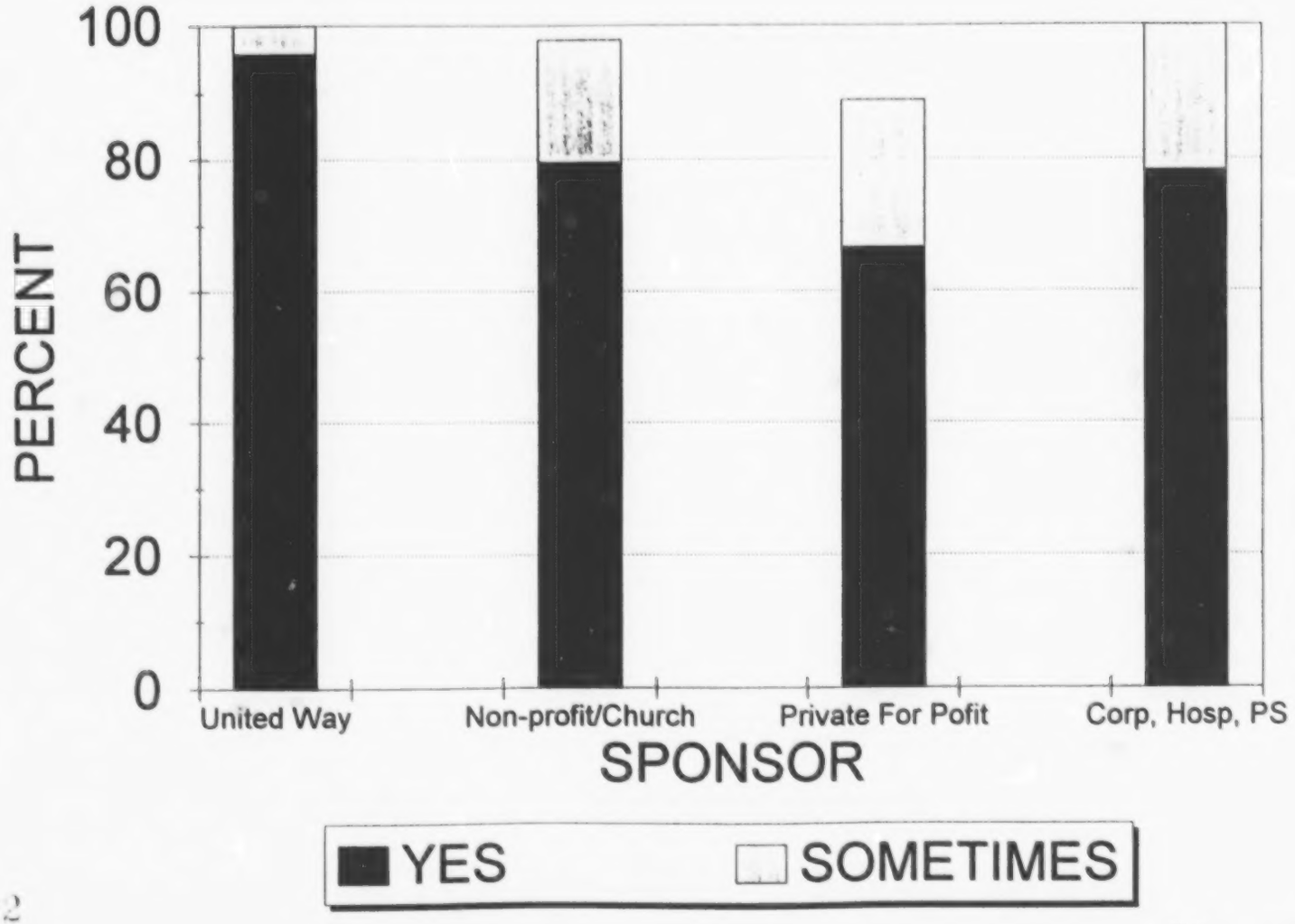
Graph 4A

PROVIDE FUNDS FOR
WORKSHOPS, SEMINARS, CONFERENCES



Graph 4B

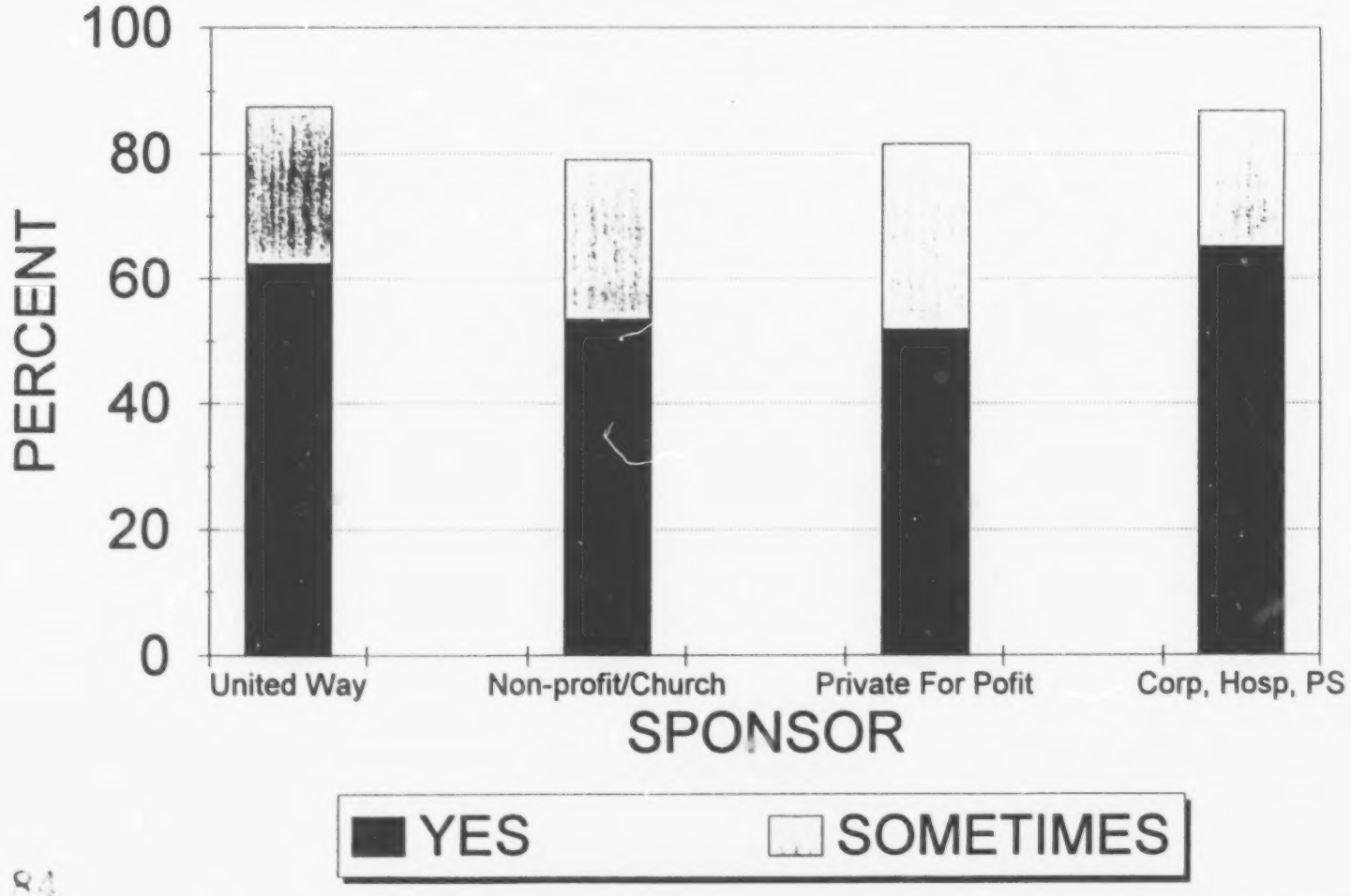
PROVIDE INSERVICE TRAINING



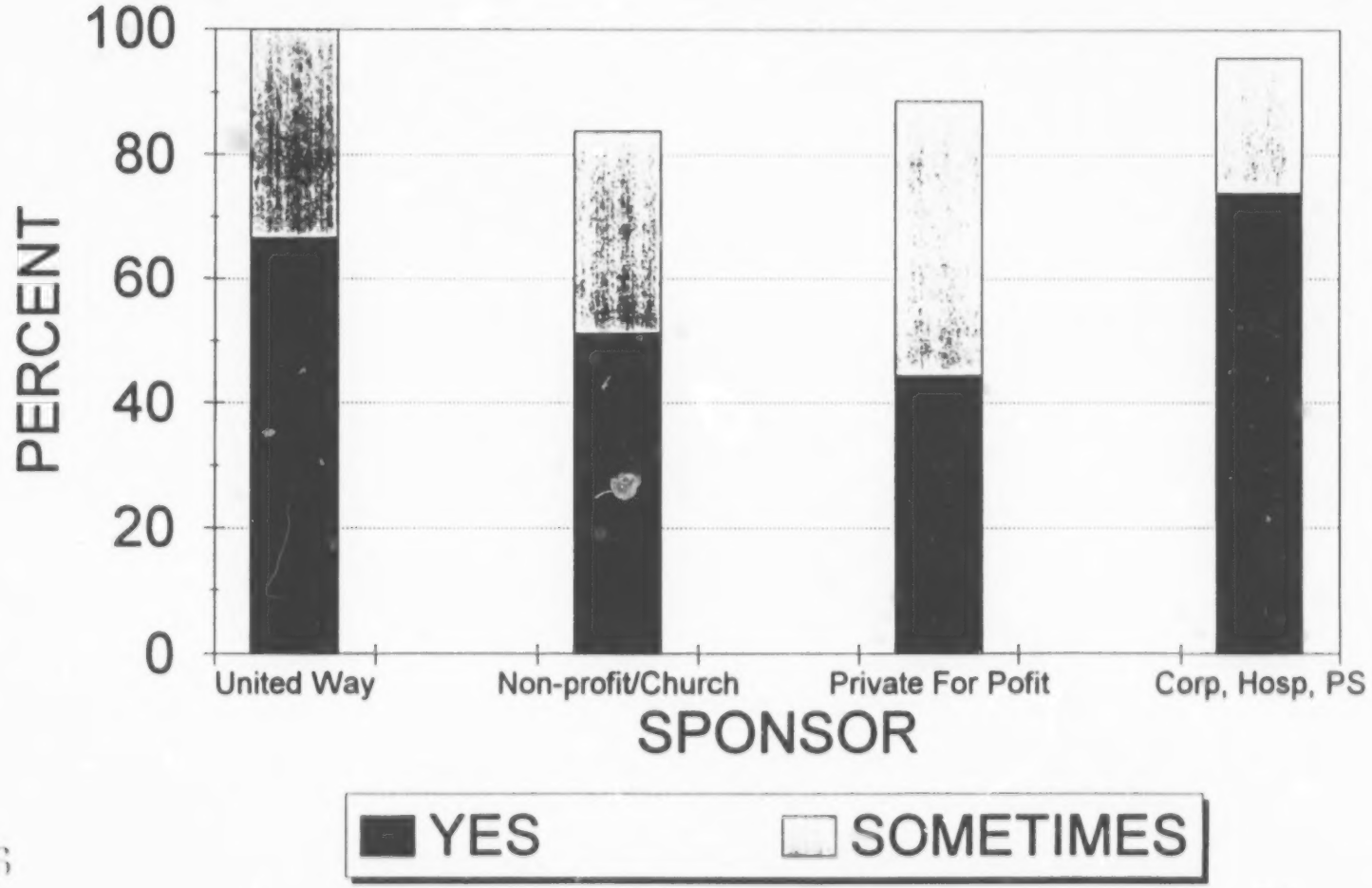
Graph 4C

PAY MORE IF COMPLETE

CERTIFICATE OR DEGREE PROGRAM



OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT



Graph 4E

Table 13

PERCENT OF CENTERS THAT PROVIDE FINANCIAL ASSISTANCE FOR STAFF TAKING CREDIT COURSES IN EARLY CHILDHOOD EDUCATION OR CHILD CARE.				
	UNITED WAY	NON-PROFIT/CHURCH	PRIVATE FOR PROFIT	CORP, HOSP, PS
YES	62.5%	41.9%	48.1%	69.6%
NO	20.8	44.2	25.0	13.0
SOMETIMES	16.7	14.0	26.9	17.4

Table 14

PERCENT OF CENTERS THAT PROVIDE FUNDS FOR STAFF TO ATTEND WORKSHOPS, SEMINARS, OR CONFERENCES.				
	UNITED WAY	NON-PROFIT/CHURCH	PRIVATE FOR PROFIT	CORP, HOSP, PS
YES	87.5%	75.6%	63.0%	65.2%
NO	0.0	6.7	11.1	8.7
SOMETIMES	12.5	17.8	25.9	26.1

Table 15

PERCENT OF CENTERS THAT PROVIDE IN-SERVICE TRAINING FOR STAFF.				
	UNITED WAY	NON-PROFIT/CHURCH	PRIVATE FOR PROFIT	CORP, HOSP, PS
YES	95.8%	79.6%	66.7%	78.3%
NO	0.0	2.3	11.1	0.0
SOMETIMES	4.2	18.2	22.2	21.7

Table 16

PERCENT THAT PAY HIGHER SALARIES TO STAFF IF THEY COMPLETE A CERTIFICATE OR DEGREE PROGRAM.				
	UNITED WAY	NON-PROFIT/CHURCH	PRIVATE FOR PROFIT	CORP, HOSP, PS
YES	62.5%	53.5%	51.9%	65.2%
NO	12.5	20.9	18.5	13.0
SOMETIMES	25	25.6	29.6	21.7

Table 17

PERCENT OF CENTERS THAT PROVIDE OPPORTUNITIES FOR PROFESSIONAL ADVANCEMENT IN THEIR PROGRAM.				
	UNITED WAY	NON-PROFIT/CHURCH	PRIVATE FOR PROFIT	CORP, HOSP, PS
YES	66.7%	51.2%	44.4%	73.9%
NO	0.0	16.3	11.1	4.4
SOMETIMES	33.3	32.5	44.4	21.7